GEORGIA JUVENILE JUSTICE
INCENTIVE GRANT

Five Year Evaluation Report

2013-2018

Carl Vinson Institute of Government
The University of Georgia

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2013-2018
FIVE YEAR EVALUATION REPORT
GEORGIA JUVENILE JUSTICE INCENTIVE GRANT

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List of abbreviations

7C: Seven Challenges

ART: Aggression Replacement Training

BSFT: Brief Strategic Family Therapy

CHINS: Children in Need of Services

CJCC: Criminal Justice Coordinating Council

DAI: Detention Assessment Instrument

DJJ: Department of Juvenile Justice

EBP: Evidence-Based Program

FY: Fiscal Year

FFT: Functional Family Therapy

GED: General Education Development

JJIG: Juvenile Justice Incentive Grant

JTS: Juvenile Tracking System

MDFT: Multidimensional Family Therapy

MST: Multisystemic Therapy

NCCD: National Council on Crime and Delinquency

OHP: Out-of-Home Placement

OJJDP: Office of Juvenile Justice and Delinquency Prevention

PDRA: Pre-Disposition Risk Assessment

SF: Strengthening Families

STP: Short-Term Program

T4C: Thinking for a Change

EXECUTIVE SUMMARY

The Georgia Juvenile Justice Incentive Grant (JJIG) is a competitive grant offered to Georgia juvenile courts to fund evidence-based programs (EBPs) for juvenile offenders in their home communities.

Grant implementation began in October 2013, with the goal of reducing recidivism and out-of-home placements (OHPs), which include short-term program admissions and felony commitments to the Georgia Department of Juvenile Justice, while maintaining public safety. The use of EBPs as alternatives to OHPs keeps youth in the community and reduces the high cost of juvenile detention. The EBPs funded by the grant help reduce recidivism among juveniles and promote positive relationships among the youth, their families, and their communities.

Over the first five years of implementation, the grant served 5,640 youth in 31 grantee courts across 58 counties in Georgia. These counties were home to approximately 70% of Georgia's at-risk youth, defined as juveniles age 16 and younger (Puzzanchera, Sladky, & Kang, 2018). Using 10 primary EBPs, the JJIG diverted youth from short-term program admissions and felony commitments to the Department of Juvenile Justice.

HIGHLIGHTS FROM GRANT ACTIVITIES OVER THESE

FIVE YEARS INCLUDE THE FOLLOWING:

Reduction in out-of-home placements.

Compared to their fiscal year (FY) 2012 baseline, most grantees demonstrated a reduction in the number of OHPs, which include short-term program admissions and felony commitments to the Department of Juvenile Justice, each year of programming. Overall, there were substantive OHP reductions grant-wide each year as well, ranging from 53% to 62% (see pages 17–18).

Most utilized evidence-based programs.

Based on the number of youth served and the number of grantees offering these programs, Functional Family Therapy (FFT), Multisystemic Therapy (MST), Thinking for a Change (T4C), and Aggression Replacement Training (ART) were the most utilized EBPs (see pages 19–21).

Program participation.

Grantees served 5,640 youth through 10 grant-funded EBPs (see pages 19-21).

Program outcomes.

The overall successful completion rate was 64%, with 3,517 successful completions from grant-funded EBPs (see pages 22–23).

Participant demographics.

The population served by this grant has been consistent from year to year. Males comprised 78% and females comprised 22% of participants served; 71% of participants identified as Black/African American. Participants were typically enrolled in public school (62%), 16 years old (30%), and in ninth grade (36%)
(see pages 25–29).

Pre-Disposition Risk Assessment.

Almost all youth served through the JJIG (99%) scored medium or high on the Pre-Disposition Risk Assessment (PDRA)—the appropriate target population for this grant (see page 30).

INTRODUCTION

This report summarizes the first five years of programming activities for Georgia's Juvenile Justice Incentive Grant (JJIG), which began in October 2013. The JJIG is a competitive grant offered to Georgia juvenile courts to fund evidence-based treatment programs for juvenile offenders in their home communities.

These evidence-based programs (EBPs) provide support and supervision to address youth needs; promote a positive relationship among the youth, their families, and their communities; and ultimately reduce recidivism. These community placements also serve as alternatives to detention for youth who would otherwise be committed to the Department of Juvenile Justice (DJJ), thereby prioritizing secure facility resources for higher risk juvenile offenders.

The overarching grant goals are to increase public safety through an effective juvenile justice system and to demonstrate potential cost-savings for taxpayers through the use of evidence-based programs. To achieve these goals, the JJIG addresses six objectives:

1. **REDUCE** short-term program (STP) admissions and felony commitments to DJJ in each target jurisdiction.
2. **INCREASE** the use of evidence-based practices and programs in Georgia's juvenile justice system by initiating community-based juvenile justice programs.
3. **REDUCE** the recidivism rate of youth involved with Georgia's juvenile justice system.
4. **REDUCE** the annual secure detention rate of each target county.
5. **REDUCE** the annual secure confinement rate of each target county.
6. **DEMONSTRATE** a cost-savings to Georgia citizens through the provision of research-informed services to youth in the juvenile justice system.

In the first five years of implementation, the grant served 5,640 youth across 58 Georgia counties through funds distributed to 31 grantee courts. These counties were home to approximately 70% of Georgia's at-risk youth. The JJIG has funded 10 primary EBPs offered across the state, with 3,517 successful completions from these treatment programs. In the counties covered by the grant, there have been substantial reductions in the number of youth committed to DJJ each year of implementation.

5,640 YOUTH

The grant served 5,640 youth in the first five years.

58 GA COUNTIES

The grant served 5,640 youth across 58 Georgia Counties.

31 GRANTEE COURTS

Funds distributed to 31 grantee courts.

INTRODUCTION

GRANT BACKGROUND

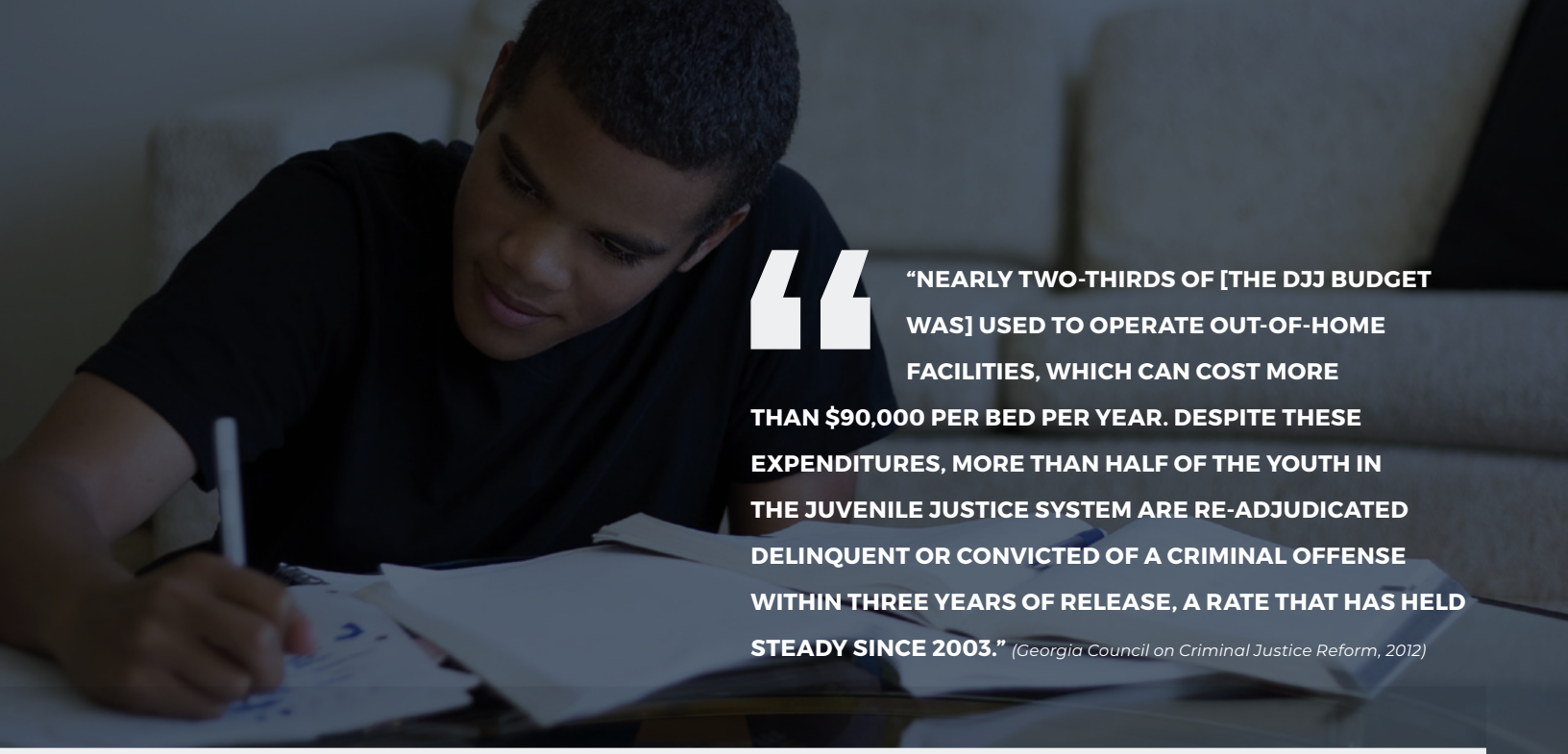
In 2012, the Special Council on Criminal Justice Reform for Georgians (Council) partnered with the Pew Charitable Trusts and the Annie E. Casey Foundation to conduct a comprehensive review of Georgia's juvenile justice system designed to identify approaches to improve outcomes and help develop data-informed policies.

The Council found that although the number of youth in Georgia's juvenile justice system declined from 2002 to 2011, the costs of detention remained high. Furthermore, approximately a quarter of youth detained in out-of-home placements were there as a result of misdemeanor or status offenses. By 2013, nearly two-thirds of DJJ's budget went toward operating state-funded out-of-home placement facilities. At the same time, the recidivism rate for juveniles released from those facilities remained steady from 2003 to 2011, with over half reoffending within three years of release. Considering the high costs to taxpayers and the low return on investment, the Council viewed these recidivism rates as unacceptable (Georgia Council on Criminal Justice Reform, 2012).

On the eve of the 2013 Georgia General Assembly, the Council released a set of recommendations focused on two main areas: (1) reserving out-of-home placements (OHPs) for high-level offenders and (2) reducing recidivism by strengthening evidence-based practices and improving government performance. The lack of community-based alternatives to detention in many areas of the state left judges with few disposition options for delinquent youth. Consequently, status offenders, misdemeanants, and low-risk youth were routinely committed to OHPs (Georgia Council on Criminal Justice Reform, 2012). To address this issue, the Council recommended reinvesting juvenile justice dollars to divert youth from incarceration toward community-based EBPs.

The Council also found that risk-assessment results were often not available in time to aid judicial officers with placement and supervision decisions and that these assessments were inconsistently used. The Council thus recommended requiring the use and routine revalidation of assessment instruments to ensure the risks and needs of youth are accurately assessed and that placement decisions are based on the best information available (Georgia Council on Criminal Justice Reform, 2012). Risk-assessments estimate the likelihood that delinquent behavior will continue without intervention, whereas needs assessments indicate target areas to guide interventions. These evidence-based assessments aid decision-makers in determining what type of placement, if any, and level of supervision is appropriate for each youth.

By offering more community-based alternatives to detention and using risk as a criterion for detention decisions, unnecessary use of confinement is reduced and long-term outcomes for some juvenile offenders can be improved. Evidence shows that instead of rehabilitating offenders, juvenile incarceration can adversely affect adolescent development and criminogenic behavior (Aizer & Doyle, 2015; Golzari, Hunt, & Anoshiravani, 2006; Loughran et al., 2009; Ryon, Early, Hand, & Chapman, 2013; Scott & Steinberg, 2009). By removing adolescents from positive



> **"NEARLY TWO-THIRDS OF [THE DJJ BUDGET WAS] USED TO OPERATE OUT-OF-HOME FACILITIES, WHICH CAN COST MORE THAN $90,000 PER BED PER YEAR. DESPITE THESE EXPENDITURES, MORE THAN HALF OF THE YOUTH IN THE JUVENILE JUSTICE SYSTEM ARE RE-ADJUDICATED DELINQUENT OR CONVICTED OF A CRIMINAL OFFENSE WITHIN THREE YEARS OF RELEASE, A RATE THAT HAS HELD STEADY SINCE 2003."** *(Georgia Council on Criminal Justice Reform, 2012)*

social supports, like school, family, and extracurricular activities, long-term confinement may actually prolong delinquency; therefore, less restrictive placements, where appropriate, are preferred. Additionally, the practice of confining low-risk youth in the same secure facilities as high-risk youth is concerning because research suggests grouping delinquent youth together may reinforce and intensify their antisocial behaviors (Dishion, McCord, & Poulin, 1999; National Research Council, 2013). Options other than confinement, especially community-based interventions, can help rehabilitate youth, reduce recidivism, and reduce the frequency and depth of contact youth have with the juvenile justice system (Lipsey, 2009; National Research Council, 2013; Ryon et al., 2013).

During the 2013 legislative session, the Georgia General Assembly, informed by the Council's recommendations, crafted a significant juvenile justice legislative reform package under House Bill 242. Changes to the juvenile code took effect January 1, 2014, implementing the recommendations to reduce the use of juvenile incarceration. Code changes include the following:

- Secure placement of juvenile offenders is limited to repeat and felony offenders (O.C.G.A. §15-11-601).
- Secure placement is reserved for the most serious juvenile offenders, known as designated felons (O.C.G.A. §15-11-602).
- Prior to detaining or incarcerating a youth, juvenile courts are required to use standardized risk and needs assessments to determine the youth's risk of reoffending and types of services needed (O.C.G.A. §15-11-410, §15-11-505; O.C.G.A. §49-4A-1 (6)).
- Except in rare instances, children in need of services (CHINS) cases, such as truancy, may not be detained in secure facilities and must be treated in the community (O.C.G.A. §15-11-410).

In concert with the legislative changes recommended by Governor Nathan Deal, the Georgia General Assembly initially provided $5 million in funding for Georgia's Juvenile Justice Incentive Grant (JJIG) to establish community-based diversion programs for juvenile offenders. This was augmented through an additional $1 million in federal funds from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) for a total of $6 million in funding for implementation in fiscal year (FY) 2014. In FY 2018, the fifth year of implementation, the JJIG received $7.8 million in state funding, with an additional $1.1 million in Title II funding administered by OJJDP, for a total of $8.9 million in grant funding.

INTRODUCTION

GRANT OVERVIEW

The JJIG addresses several of the challenges highlighted in the Council's 2012 comprehensive review of Georgia's juvenile justice system, particularly the lack of community-based interventions and the inconsistent use of risk assessment tools.

When screening all potential program participants, grantees must use the Pre-Disposition Risk Assessment (PDRA), a standardized risk assessment that aids decision-making. To qualify for grant-funded services, youth must score medium- to high-risk on the PDRA, thus prioritizing funding for youth that otherwise may have been committed to DJJ. Additionally, the grant ensures the availability of community-based interventions among its grantee courts. By implementing risk assessment tools, employing evidence-based programming, and involving the community, the JJIG provides rehabilitative community-based treatment that targets recidivism.

During the first implementation year (FY 2014), 29 juvenile courts received grants to provide community-based treatment for 1,122 youth. These grantees had a service area spanning 49 counties, which at the time were home to approximately 70% of Georgia's at-risk population, defined as juveniles age 16 and younger (Georgia Council on Criminal Justice Reform, 2014; Georgia Juvenile Justice Data Clearinghouse, 2014; Puzzanchera, Sladky, & Kang, 2018). In FY 2015, some JJIG counties transitioned to the DJJ-funded Community Services Grant program, a companion grant that began in 2014 to provide EBPs to counties not covered by the JJIG (see Figure 1).[1] By FY 2016, every county in Georgia had access to EBPs through the JIIG or the Community Services Grant program. Overall, 5,640 unique youth have been served through the JJIG since its inception. Table 1 shows grantee and individual participant counts for the first five implementation years.

Table 1: Juvenile Justice Incentive Grant Summary over Five Implementation Years.

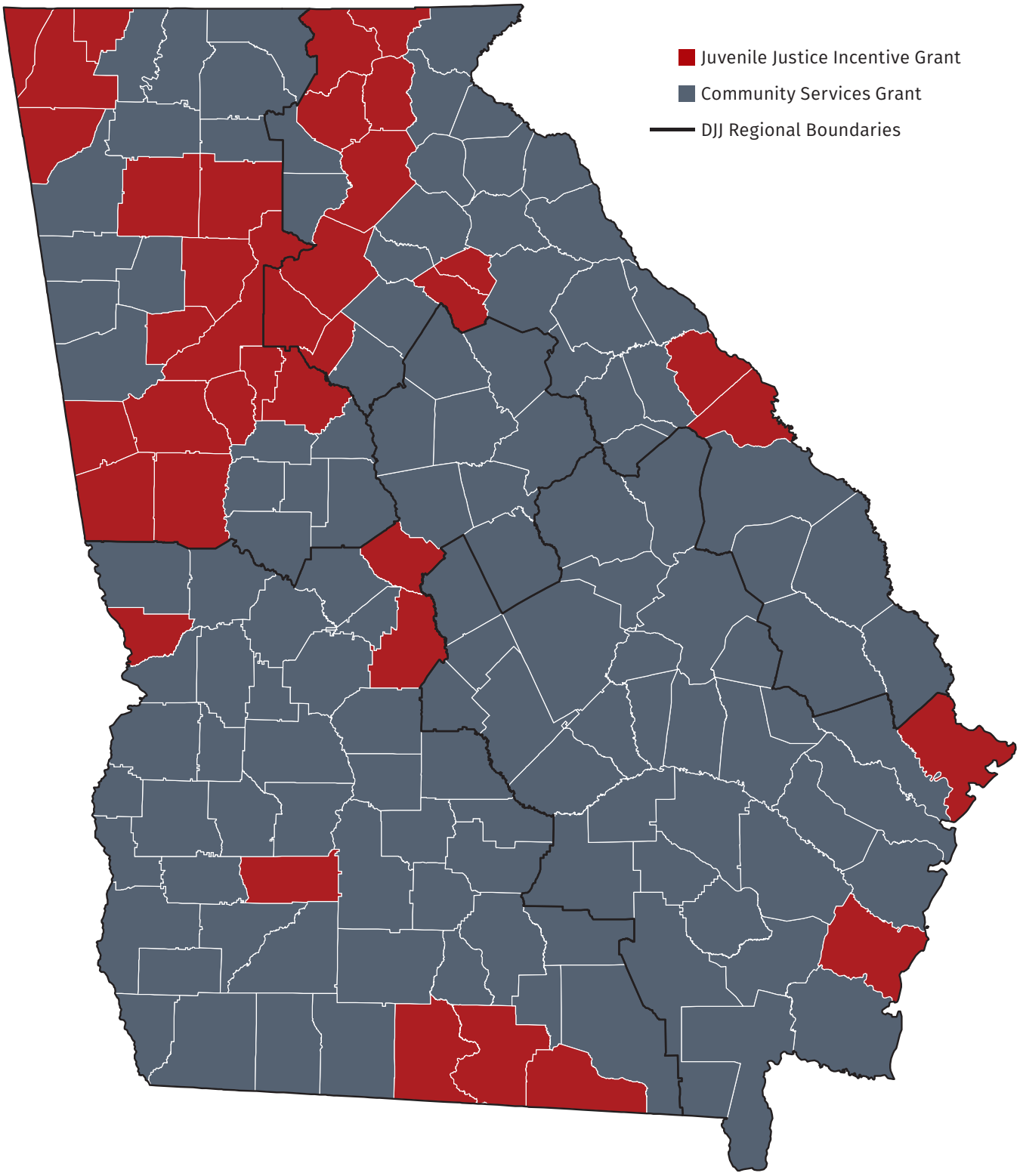
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Implementation Period	9 months	12 months	12 months	12 months	12 months
Number of Grantee Courts	29 courts	29 courts	28 courts	25 courts	26 courts
Number of Counties Served	49 counties	51 counties	48 counties	34 counties	37 counties
Percentage of At-risk Youth	70%	70%	70%	66%	68%
Number of Youth Served	1,122	1,666	1,723	1,465	1,390
Percentage of Successful Completions	--	63%	62%	64%	69%
Percentage of OHP Reduction Achieved	62%	54%	53%	56%	57%

Note: Systematic individual-level programmatic data are not available for FY 2014.

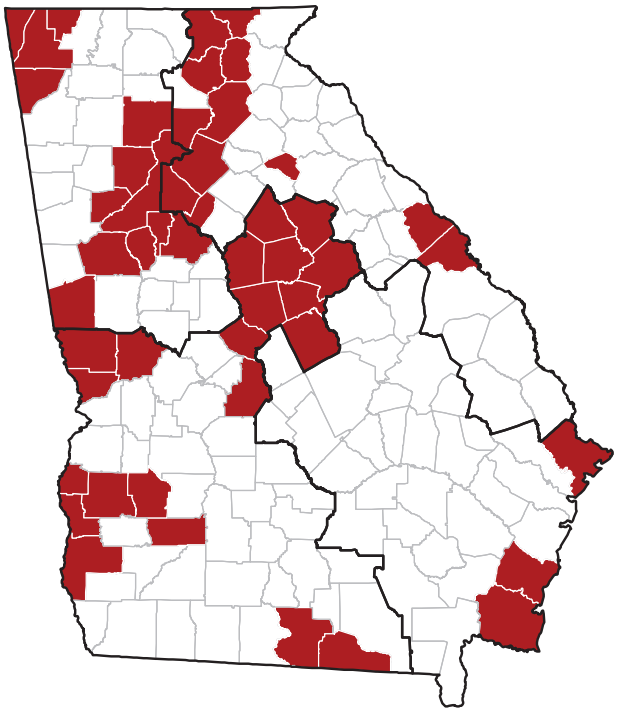
[1] See the FY 2018 Community Services Grant Program Evaluation Report for more information.

Figure 1: Over the first five years of implementation, the Juvenile Justice Incentive Grant program funded evidence-based programs in 58 counties across Georgia, home to a majority of Georgia's at-risk youth.
October 2013–June 2018

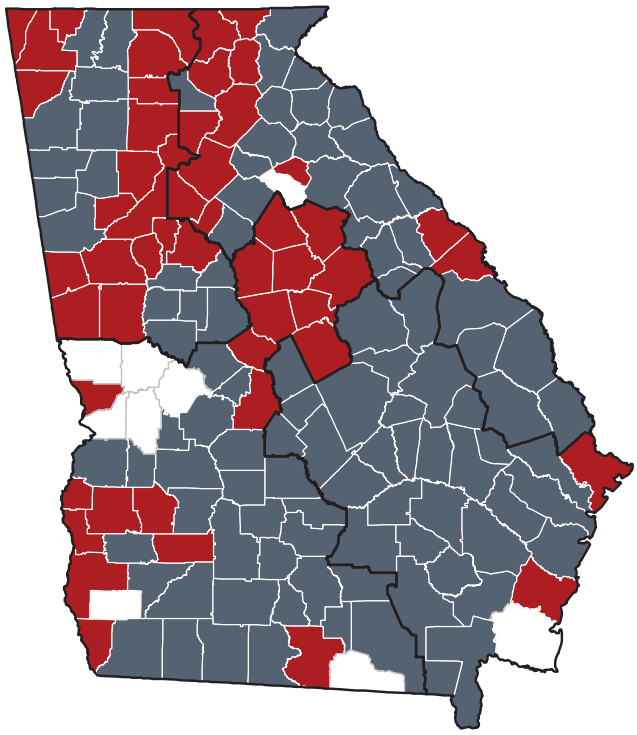
FY 2018



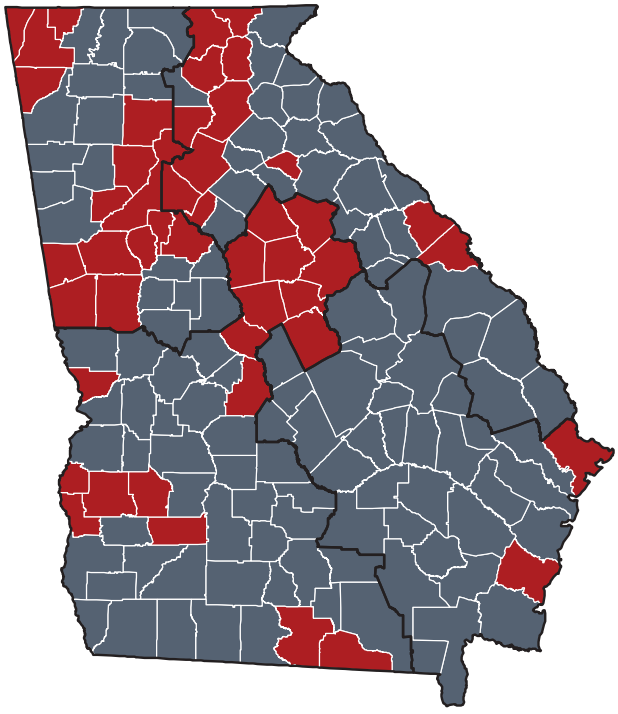
FY 2014



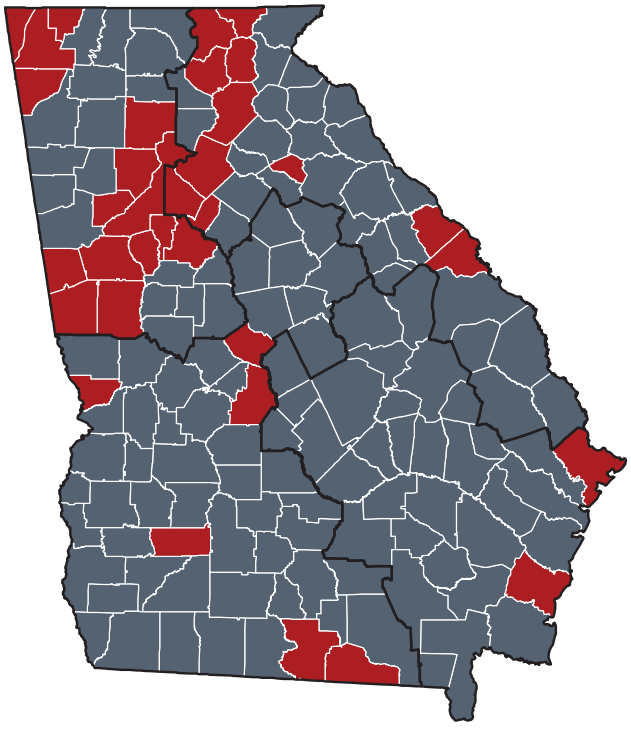
FY 2015



FY 2016



FY 2017



INTRODUCTION

GRANT OVERVIEW

In 2013, DJJ, in cooperation with the JJIG Program Funding Committee, contracted with the Carl Vinson Institute of Government at the University of Georgia to assist with implementing the grant evaluation plan and serve as the evaluator for the JJIG.

Prior to grant implementation, the Institute of Government evaluation team provided strategic planning assistance and program selection coaching for grant applicants. Additionally, the team managed and helped develop an online data collection tool. The Institute evaluation team also provided ongoing training and support for grantee staff on the data collection process. The Institute of Government received monthly data submissions from grantees and monitored the data for completeness, consistency, and adherence to grant requirements. These submissions included individual-level data on program participants and a report of STP admissions and felony commitments to DJJ from DJJ's Juvenile Tracking System (JTS). The Institute of Government developed and maintained a data warehouse for reporting and evaluation.

Using these data, the Institute evaluation team produced quarterly, annual, and ad-hoc reports. The evaluation team presented to the oversight committee quarterly and provided quarterly data snapshots to state and local stakeholders, including key target data and programmatic information. These data were also used to assess grant objectives and to create a sustainable framework for data-driven decision-making at the state and local levels. The evaluation activities for the first five grant cycles took place from July 2013 to June 2018. The Institute of Government coordinated with the Georgia Criminal Justice Coordinating Council (CJCC) and DJJ to carry out these responsibilities.

As a part of ongoing evaluation activities, CJCC conducted annual programmatic site visits with each grantee. Site visits were opportunities to review the grant's success in implementation and outcomes, review adherence to program requirements, discuss any programmatic concerns, and identify technical assistance needs or training opportunities. During these collaborative meetings, staff from CJCC, DJJ, and the Institute of Government were on hand to support grantees in grant implementation. Furthermore, in the third implementation year, CJCC began conducting model fidelity site visits to ensure that EBPs were being implemented appropriately. The findings from the model fidelity site visits also aided in selecting the most appropriate EBPs for each grantee court and the youth population served, thereby promoting the strategic use of grant funds to maximize successful outcomes (Georgia Criminal Justice Coordinating Council, 2016).

THIS REPORT REVIEWS THE FINDINGS FROM THE FIRST FIVE YEARS OF GRANT ACTIVITIES. THE NEXT SECTION PROVIDES AN OVERVIEW OF EVIDENCE-BASED PROGRAMS AND PRACTICES, FOLLOWED BY STATE- AND GRANTEE-LEVEL OUTCOMES DURING THIS PERIOD.

EVIDENCE-BASED PROGRAMS AND PRACTICES

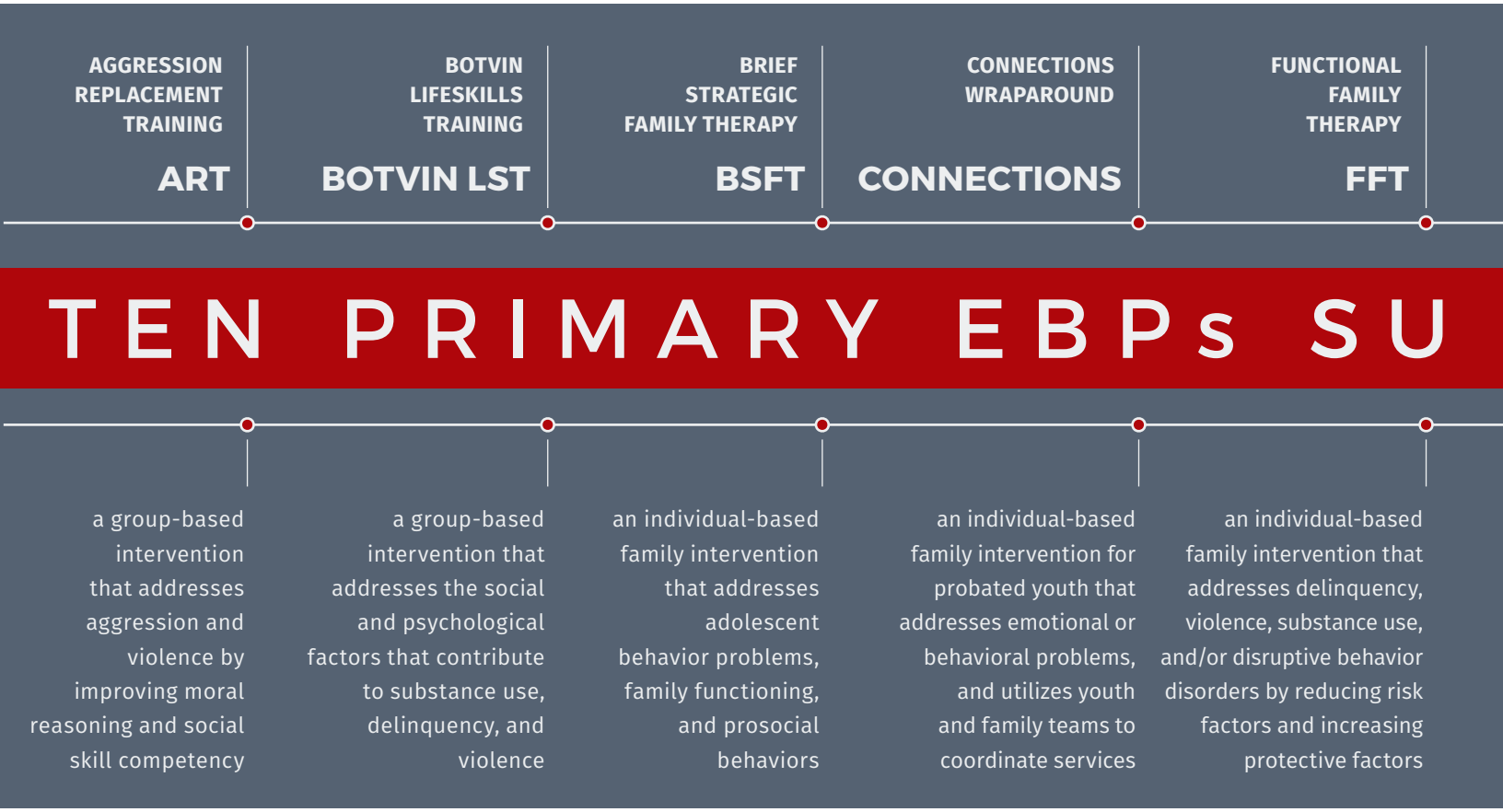
The JJIG funds EBPs in an effort to promote cost-effective alternatives to detention that reduce recidivism, while concurrently supporting positive change in youth and their families. In addition to costing approximately $90,000 per youth each year (Georgia Council on Criminal Justice Reform, 2012), evidence suggests that long-term OHPs actually contribute to higher rates of reoffending for some youth (National Research Council, 2013; Ryon et al., 2013).

Placing youth in detention facilities for extended periods may also increase the likelihood of poor school performance, mental health and substance use issues, and employment difficulties in adulthood (Aizer & Doyle, 2015; National Research Council, 2013, 2014). Alternatively, community-based EBPs empower youth and families to address issues like substance use and anger while helping decrease the likelihood of criminogenic behavior (Lipsey, 2009). The 10 primary EBPs supported by the JJIG are listed on pages 14-15.

"[The program] was a pleasurable and also a growing experience for my family. From the very first session up until the end, my family continuously learned things about one another that [weren't] easily expressed before our sessions. With our sessions, we all have grown and I anticipate continuous growth by applying different techniques that were utilized during therapy. We now have an understanding that was lacking before." (parent participant)

CONT'D

EVIDENCE-BASED PROGRAMS AND PRACTICES



EBPs are categorized into two distinct delivery mechanisms: individual- or family-based therapy or group-based therapy. A model-trained therapist delivers individual- or family-based therapies, usually in the youth's home, and addresses issues that are specific to the youth and family. Examples of individual- or family-based therapies include BSFT and MST. For most group-based programs, like ART and T4C, trained facilitators work with a number of youth at the same time, allowing for interactions and feedback from a group of peers with similar delinquency issues. SF uses an alternative group format, engaging multiple families in programming simultaneously through a combination of youth-only groups, parent-only groups, and groups comprising youth and parents.

EBPs also differ in terms of intensity, target population and issues, and treatment model. Intensity generally refers to how frequently and for what length of time youth/families receive services. For example, SF may only entail 10–14 one-hour sessions over the course of seven weeks, while MDFT may entail dozens of 1–1.5 hour sessions over the course of three to six months. The intensity of services is contingent on EBP model guidelines and clinical oversight, and generally corresponds to the severity of a youth's behaviors.

Some EBPs address specific issues in the target population, while others seek to promote change in a variety of areas. For example, 7C primarily deals with substance use issues, whereas ART focuses on addressing aggressive behavior. Other programs, like MST and FFT, are designed to address a wide range of behavioral and emotional issues. Programs also use a variety of treatment models. Several programs, such as ART and T4C, draw from cognitive-behavioral therapy, a solutions-oriented approach to addressing problematic behaviors, emotions, and thinking.

MULTIDIMENSIONAL FAMILY THERAPY	MULTISYSTEMIC THERAPY	SEVEN CHALLENGES	STRENGTHENING FAMILIES	THINKING FOR A CHANGE
MDFT	MST	7C	SF	T4C

PPORTED BY THE JJIG

an individual-based family intervention that addresses substance abuse, delinquency, and behavioral/emotional problems, while promoting positive attachments to pro-social supports	an intensive individual-based family intervention that addresses the environmental factors that impact chronic and/or violent youth offenders	a group-based intervention that addresses drug and mental health problems by improving decision-making skills	a group-based family intervention that addresses substance use and behavior problems by improving interpersonal skills for youth and parents	a group-based intervention that addresses the criminogenic thinking of offenders by developing problem-solving and social skills

Other programs, like Botvin LST, may be more skills-based and focus on teaching youth prosocial strategies for succeeding in a variety of life domains. Connections Wraparound takes a broader view of intervention, using a case management team to link participants to an array of services and resources aimed at meeting the needs of youth and their families. Most grantees have juvenile court teams that work closely with providers to match eligible participants to appropriate services.

The JJIG enables courts to use evidence-based programs deemed "effective" or "promising" by CrimeSolutions.gov to reduce criminogenic behaviors in juveniles. CrimeSolutions.gov is an EBP registry sponsored by the National Institute of Justice's Office of Justice Programs. Programs that are rated "effective" have a strong body of research supporting their efficacy in achieving positive juvenile justice outcomes. "Promising" programs have also demonstrated positive outcomes in research settings but are supported by a limited number of studies.

Both the "effective" and "promising" ratings are contingent on EBPs being implemented with fidelity, that is, as the program developer intended. Deviations from the prescribed program model may hinder reductions in recidivism and, in some cases, increase the recidivism rate (Barnoski, 2004). To ensure model fidelity, programs typically require facilitators receive extensive training by a certified instructor. Most also include detailed program manuals, refresher trainings, and ongoing technical assistance for providers. Some therapist-based programs incorporate model fidelity monitoring as part of the training and coaching services provided under the EBP. To further support model fidelity, in FY 2016, CJCC began assessing the fidelity of EBP implementation in the JJIG through fidelity monitoring site visits.

FINDINGS

This section reviews the findings from the first five years of grant activities, including state- and grantee-level outcomes during this period. Grantee courts reported individual-level information each month on youth participating in grant-funded EBPs. The findings presented below include evidence-based program utilization, program outcomes, participant demographics, Pre-Disposition Risk Assessment scores, electronic ankle monitoring, and out-of-home placements.

"When I was referred to [the program] … my son was going through some major transition and behavioral issues and I didn't know of any resources to get him the help he needed …. The staff taught us so very much from strategies to deal with our teens to what generational behaviors not to repeat as well as an all-around sense that we were not failures as parents. We just needed different strategies to deal with our children going through a rough time …. I cannot thank them enough for the help they gave our family, the opportunity to work with their caring and helpful staff and the many helpful and informative lessons my son and I took with us upon completion of the program!" (parent participant)

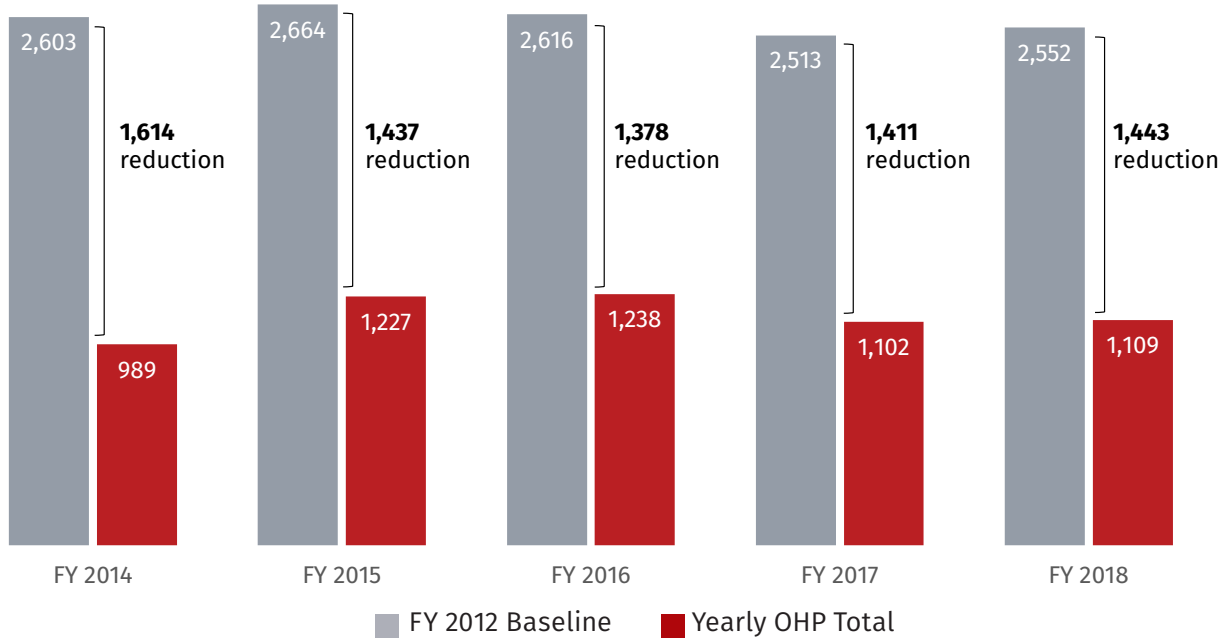
FINDINGS

OUT-OF-HOME PLACEMENTS

The JJIG provides an alternative to OHPs for grantee courts, thus helping to reduce OHPs in these jurisdictions. For this report, OHPs are defined as the total unique instances of STP admissions and felony commitments to DJJ as reported by DJJ's Juvenile Tracking System (JTS). Each instance of an STP admission or a felony commitment counts as a distinct occurrence; consequently, a youth may have more than one OHP during a given timeframe. The reduction in OHPs is calculated by comparing a grantee's total OHPs per fiscal year to its FY 2012 baseline, the pre-reform marker calculated by combining the total STP admissions and felony commitments to DJJ within a grantee's jurisdiction. In most cases, grantees only provided services to one county, though a few grantees served youth in multiple counties (see Appendix A). For grantees serving multiple counties, their baseline was calculated by aggregating the total OHPs for the counties they serve. The program-wide baseline for participating grantees was calculated by summing the total OHPs for counties contained in each grantee's service areas. From year to year, grantee court baselines and the program-wide baseline were recalculated to include active counties that fiscal year.

Figure 2 compares yearly OHP totals for all grantees to their cumulative FY 2012 baseline. These totals show an overall annual reduction in OHPs across counties served by the JJIG.

Figure 2: Each year, there have been reductions in out-of-home placements compared to the FY 2012 baseline total across communities participating in the Juvenile Justice Incentive Grant program – with an average of 1,457 fewer annual out-of-home placements each year. *October 2013–June 2018*

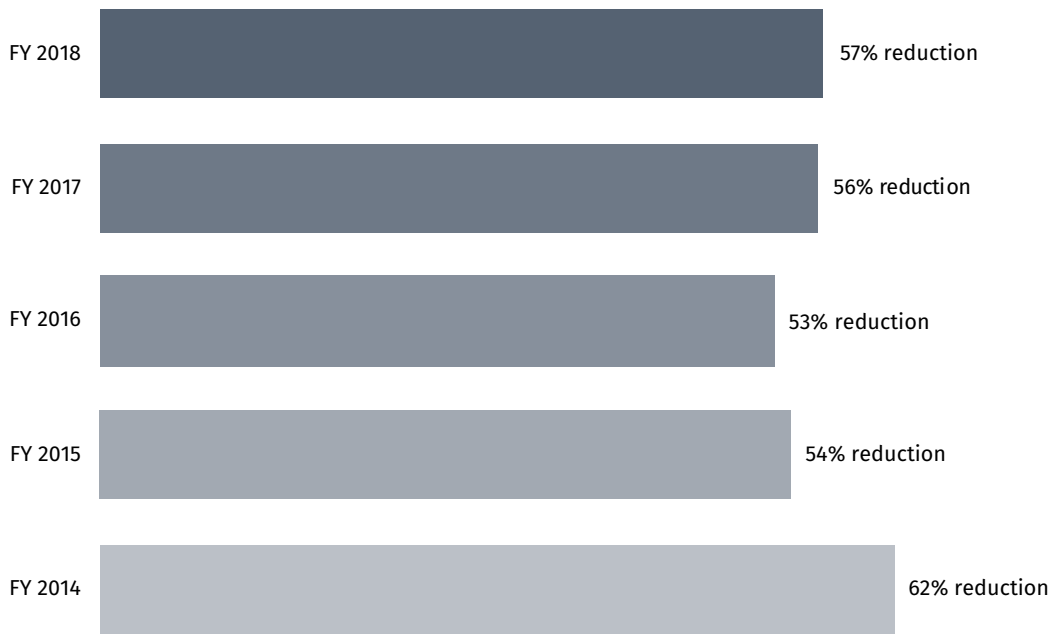


FINDINGS

OUT-OF-HOME PLACEMENTS

Figure 3 shows that grantee courts collectively achieved a 62% reduction in the nine months of FY 2014 implementation. In FY 2015, the first full year of implementation, grantee courts collectively achieved a 54% reduction from the FY 2012 baseline. In FY 2016 there was a 53% reduction; in FY 2017 there was a 56% reduction; and in FY 2018 there was a 57% reduction from the FY 2012 baseline, a slight increase in reduction over the previous three years. Overall, JJIG grantees have collectively achieved reductions in total OHPs for five consecutive years. Appendix B shows annual OHP reduction percentages for each grantee.

Figure 3: Compared to the 2012 baseline, average annual out-of-home placement reductions across all grantees ranged from 53% to 62%. *October 2013–June 2018*

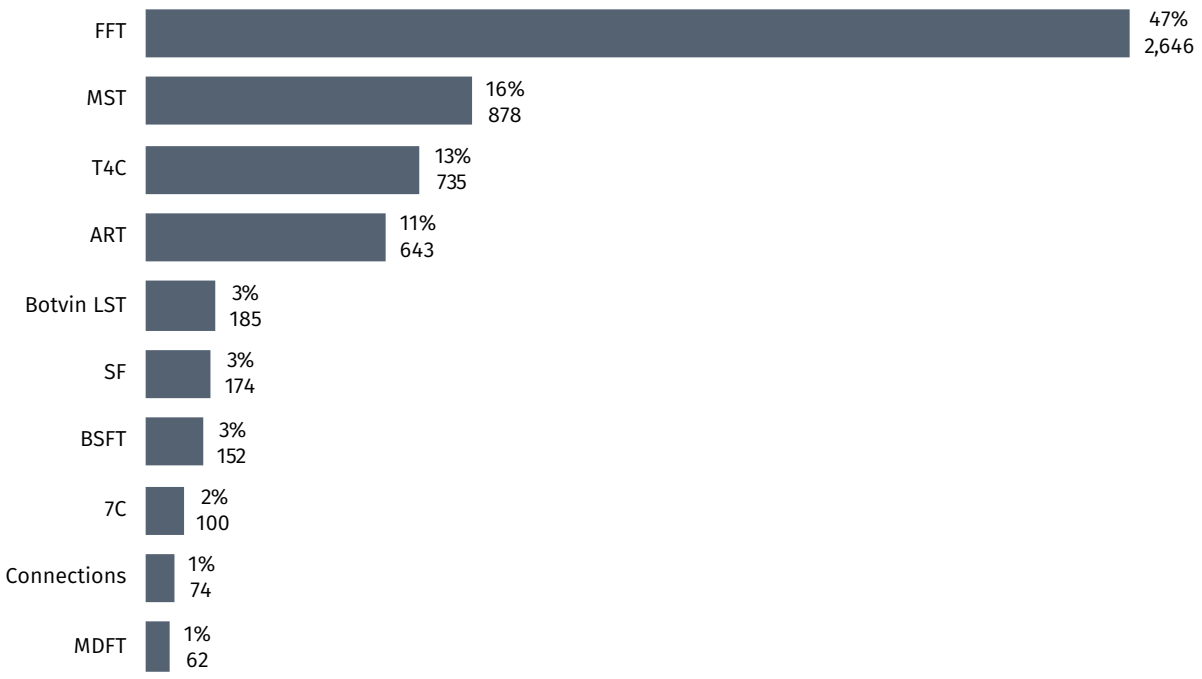


FINDINGS

EVIDENCE-BASED PROGRAM UTILIZATION

Figure 4 shows the number and percentage of youth enrolled in each of the 10 JJIG-supported EBPs during the first five years of grant implementation. FFT, MST, T4C, and ART were the most utilized EBPs. Of youth served by EBPs, 68% enrolled in individual- or family-based programs (BSFT, Connections, FFT, MDFT, or MST) and 32% enrolled in group-based programs (7C, ART, Botvin LST, SF, or T4C). Since the inception of the grant, individual-based program enrollments have increased, while group-based program enrollments have decreased. This shift is partially due to increased adherence to the minimum number of participants required to meet model fidelity standards for group-based programs. Program participation, depicted in Figure 4, includes youth enrolled in multiple programs as well as multiple enrollments in the same program. Note that some program enrollment information is not available for FY 2014, as individual-level and EBP-level data were not systematically reported until FY 2015.

Figure 4. Functional Family Therapy (FFT) and Multisystemic Therapy (MST) were the most commonly used individual- or family-based programs, while Thinking for a Change (T4C) and Aggression Replacement Training (ART) were the most used group-based programs. *October 2013–June 2018*



Note: Systematic individual-level programmatic data are not available for FY 2014.

FINDINGS

EVIDENCE-BASED PROGRAM UTILIZATION

Table 2 shows the number of grantees implementing each EBP supported by the JJIG for each grant year, broken out by individual- or family-based versus group-based programs. Of the four most used EBPs, FFT and T4C had relatively consistent usage each year of implementation. MST was used by more grantees over time, and ART was offered by fewer grantees across the five years of implementation.

THE FOUR MOST USED EBPs: Functional Family Therapy (FFT), Thinking for a Change (T4C), Multisystemic Therapy (MST), and Aggression Replacement Training (ART).

Table 2: Juvenile Justice Incentive Grant Summary over Five Implementation Years.

EVIDENCE-BASED PROGRAMS	NUMBER OF GRANTEES IMPLEMENTING EBP				
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
INDIVIDUAL- OR FAMILY-BASED PROGRAMS					
FUNCTIONAL FAMILY THERAPY (FFT)	11	13	13	12	12
MULTISYSTEMIC THERAPY (MST)	4	4	6	9	10
MULTIDIMENSIONAL FAMILY THERAPY (MDFT)	2	1	1	1	1
BRIEF STRATEGIC FAMILY THERAPY (BSFT)	0	0	1	1	1
CONNECTIONS WRAPAROUND (CONNECTIONS)	1	1	1	1	1
TRAUMA-FOCUSED COGNITIVE BEHAVIORAL THERAPY (TFCBT)[2]	1	0	0	0	0
GROUP-BASED PROGRAMS					
THINKING FOR A CHANGE (T4C)	8	10	9	7	8
AGGRESSION REPLACEMENT TRAINING (ART)	10	12	11	4	4
STRENGTHENING FAMILIES (SF)	2	3	3	2	1
BOTVIN LIFESKILLS TRAINING (BOTVIN LST)	2	3	3	2	2
SEVEN CHALLENGES (7C)	2	3	2	1	0

[2] *Note: Trauma-Focused Cognitive Behavioral Therapy was only offered in Year 1 of the grant; thus, programmatic participation details are limited for this EBP.*

FINDINGS

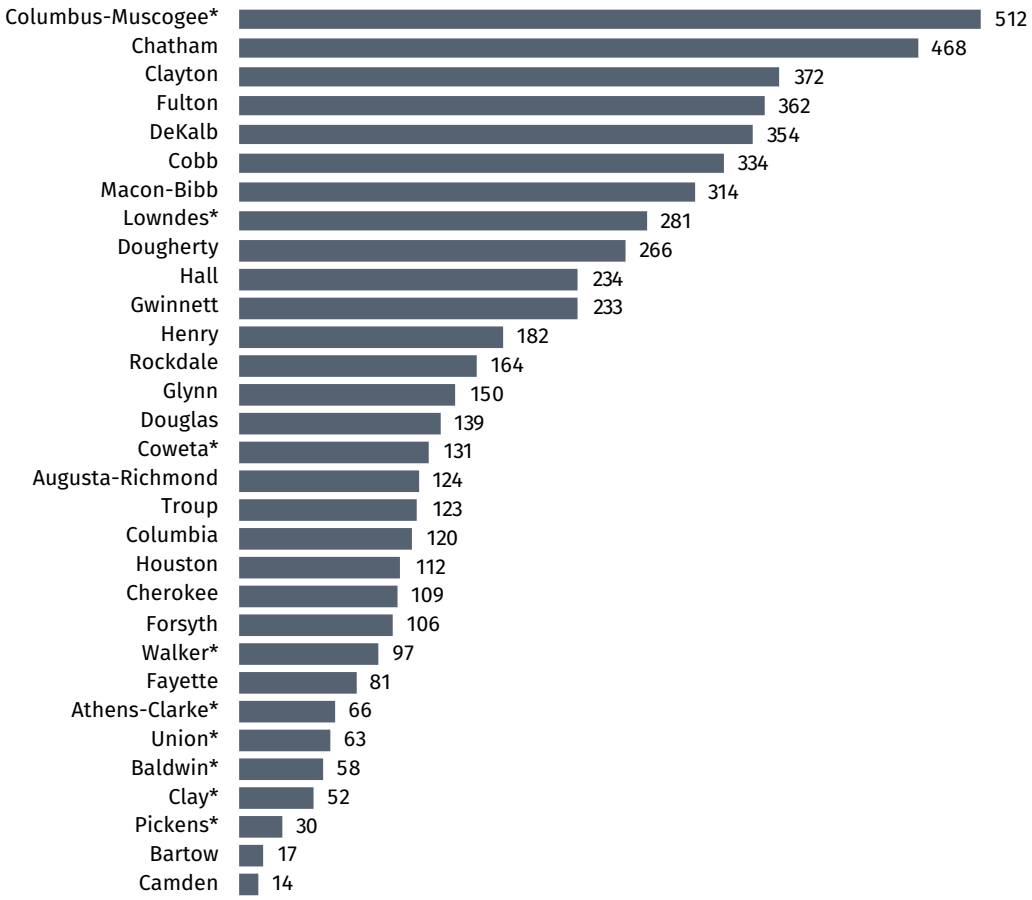
EVIDENCE-BASED PROGRAM UTILIZATION

Figure 5 shows the number of youth served in each grantee court from FY 2014 to FY 2018. Grantee courts served 5,640 unique youth in EBPs and wraparound services, ranging from 14 to 512 participants per grantee. While most grantee courts represent a single county, the following nine offered services in more than one county in at least one grant year: Athens-Clarke, Baldwin, Clay, Columbus-Muscogee, Coweta, Lowndes, Pickens, Union, and Walker. Note that 28 participants were served by more than one grantee over the five years of implementation. Appendix A lists grantees and their county service areas each year of implementation.

GRANTEE COURTS

served 5,640 unique youth in EBPs and wraparound services.

Figure 5: Grantee courts served 5,640 youth in evidence-based programs and wraparound services from FY 2014 to FY 2018 through the Juvenile Justice Incentive Grant. *October 2013–June 2018*



*Grantee court serves multiple counties.

FINDINGS

PROGRAM OUTCOMES

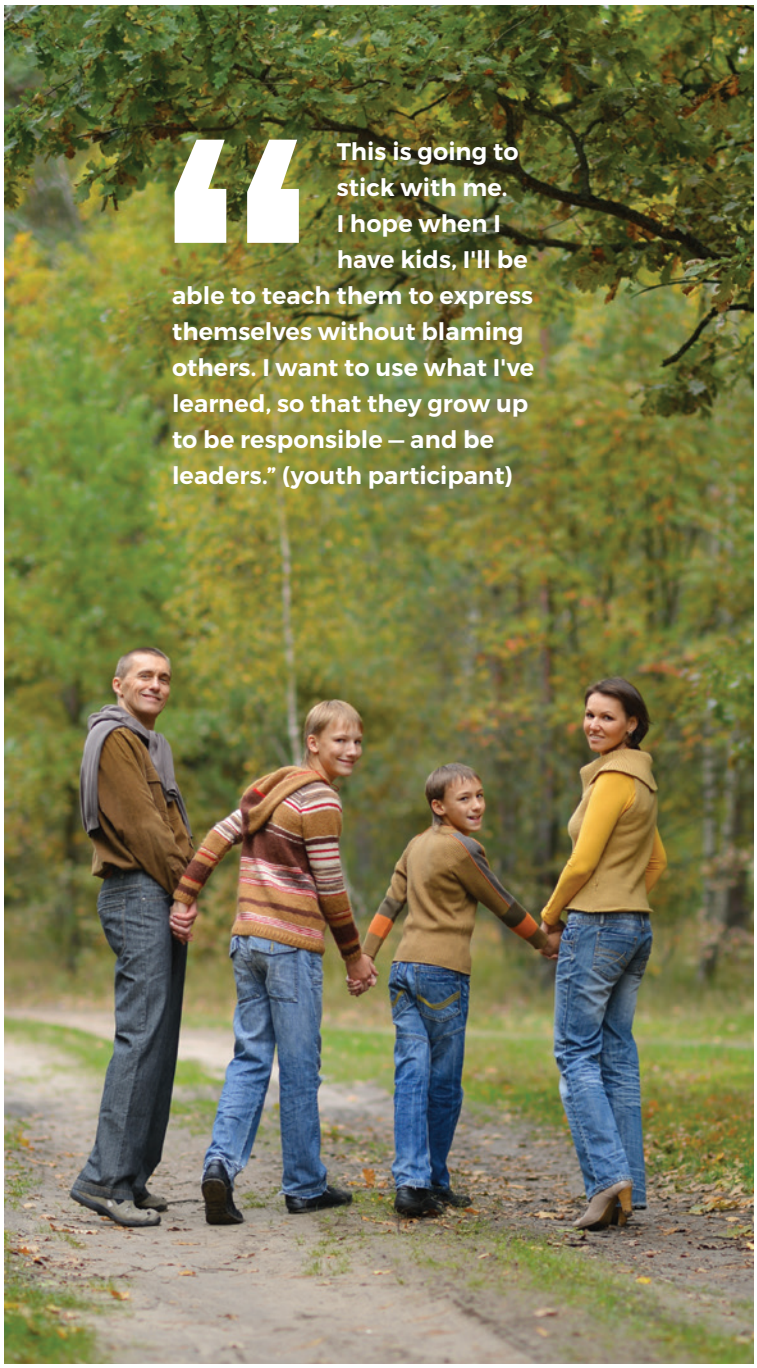


Figure 6 shows the number of successful completions, dismissals/removals, and administrative discharges from each EBP over the five years of implementation. The JJIG calculates the successful completion rate for each EBP as the number of successful completions divided by the total exits from the program (administrative discharges, dismissal/removals, and successful completions). Successful completion rates ranged from 40% in BSFT to 86% in Botvin LST, with an overall successful completion rate of 64% across all EBPs. The overall dismissal/removal rate was 24% and the administrative discharge rate was 12%. As individual-level and EBP-level data were not systematically reported until FY 2015, some program exit information is not available for FY 2014. See Appendix C for a breakdown of EBP exits by grantee.

Figure 7 shows a breakdown of exit reasons for all 10 primary EBPs. Dismissals/removals account for 24% of total program exits and were due primarily to new arrests, non-compliance by youth or parent, and non-attendance. Administrative discharges constitute 12% of total program exits, mostly due to other administrative reasons, moving from the area prior to completing treatment, and the inability to initiate services. See Appendix D for a full breakdown of dismissal/removal and administrative discharge subcategories.

PROGRAM OUTCOMES

Figure 6: Eight of 10 programs reported successful completion rates higher than 60%, including the four most-utilized evidence-based programs. *October 2013–June 2018*

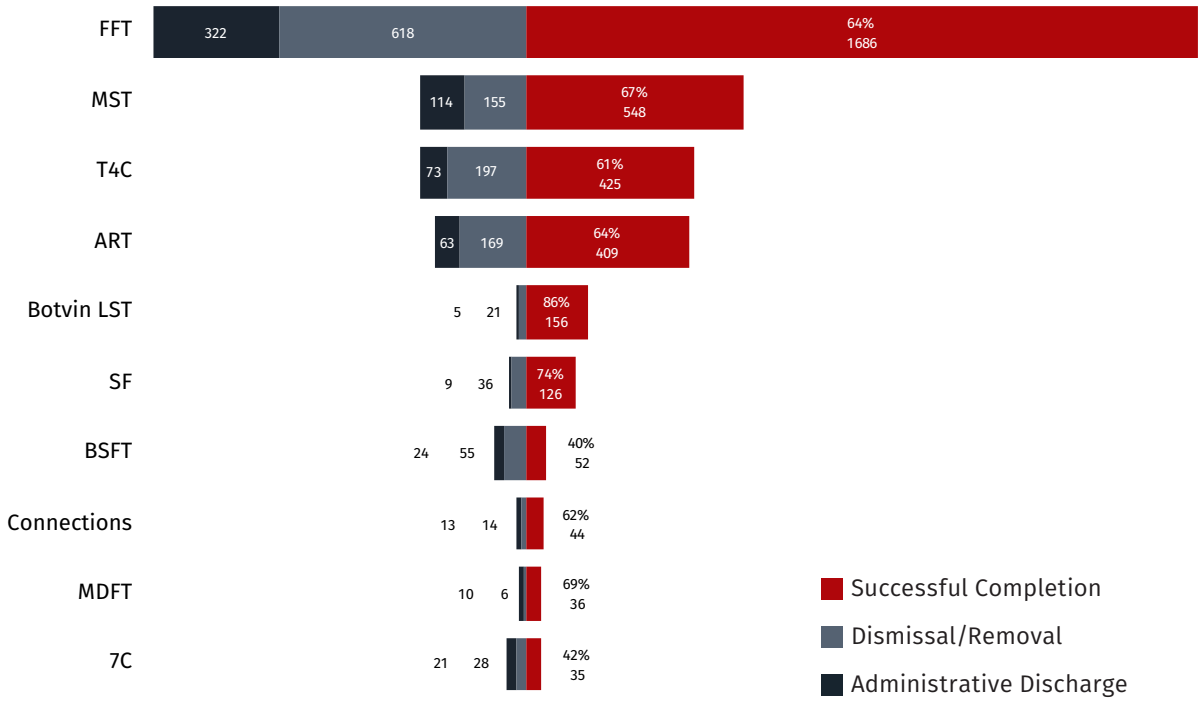
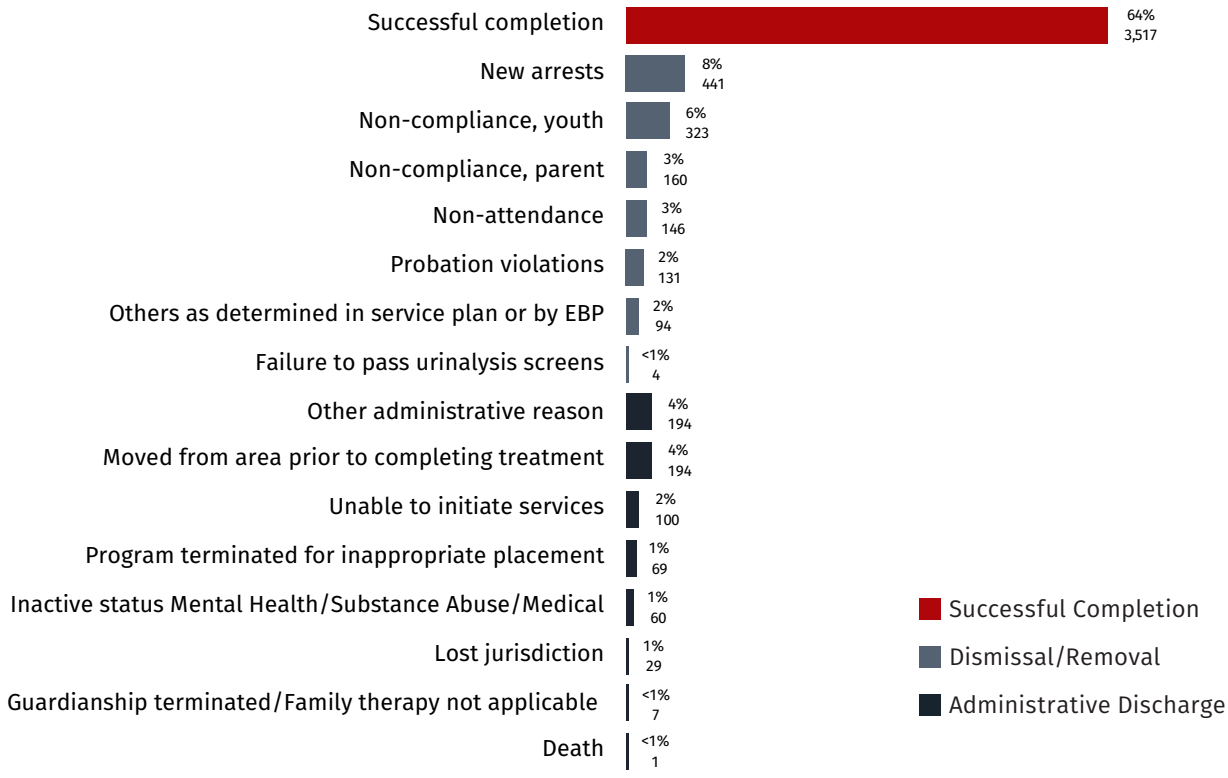


Figure 7: Out of 5,470 program exits reported, 3,517 (64%) were successful completions from grant-funded evidence-based programs. *October 2013–June 2018*



FINDINGS

MODEL FIDELITY

As adherence to model fidelity is a key element of successful outcomes, an important component of the Juvenile Justice Incentive Grant is to provide grantees with coaching and support for evidence-based program implementation.

Adherence to model fidelity is an important component of successful outcomes. EBPs are effective at reducing recidivism in juvenile populations when the programs are implemented as designed. Deviations from the program model may hinder reductions in recidivism rates and in some cases increase the recidivism rate (Barnoski, 2004).

In FY 2016, CJCC added a Model Fidelity Coordinator to its Juvenile Justice Unit to assess the fidelity of EBP implementation through monitoring and site visits. The Model Fidelity Coordinator monitored program fidelity measures and challenges using various methods, including reviewing grantee program materials, interviewing program staff, examining case files, observing group sessions, and surveying participants (Georgia Criminal Justice Coordinating Council, 2017). The fidelity practices required as a condition of JJIG funding and other nonmandated recommendations for improving model fidelity are outlined in the *Model Fidelity Handbook for Group-Based Therapies* (Georgia Criminal Justice Coordinating Council, 2017). During model fidelity site visits, grantees were scored on the following areas: group overview, general group content, use of effective reinforcement, use of effective disapproval, established professional rapport and active listening, structured skill building, and cognitive restructuring. These areas were then summed to provide a total model fidelity score.

In FY 2016, CJCC began the first round of model fidelity site visits, prioritizing the most used group-based therapies (ART and T4C). These programs share similar fidelity components and challenges, enabling the EBPs to be monitored using similar guidelines; however, fidelity standards specific to each EBP's curriculum were also evaluated. The other most widely used EBPs—FFT and MST—have program fidelity monitoring provided by their respective training and dissemination organizations. Eleven grantees underwent model fidelity site visits in the first year of monitoring. Of those 11 grantees, six courts implemented ART, four courts implemented T4C, and one court implemented both ART and T4C.

In FY 2017, CJCC conducted six additional model fidelity site visits. Of the six grantees visited, five utilized T4C and one utilized ART. Athens-Clarke, Cobb, Gwinnett, and Douglas counties underwent follow-up visits to the site visits conducted in the first year of fidelity monitoring. Clayton County received its first site visit, and Glynn County was evaluated for a different EBP than had been evaluated in FY 2016.

In FY 2018, CJCC increased the grant's capacity for model fidelity monitoring and technical assistance by adding a second Model Fidelity Coordinator to its Juvenile Justice Unit. CJCC conducted four model fidelity site visits in FY 2018. Three of these were follow-up fidelity monitoring site visits: Cobb County's ART program, Columbia County's ART program, and DeKalb County's T4C program. The fourth model fidelity site visit was the first-year review of Walker County's T4C program.

Between the coaching, training, and programmatic oversight provided by CJCC and the program fidelity support offered by EBP dissemination organizations, the EBP implementation within the JJIG is covered by several levels of program quality assurance. From FY 2016 through FY 2018, 22 model fidelity site visits were conducted across 13 grantees. Additionally, program reviews were completed annually during site visits for each grantee. These resources and activities help strengthen the implementation of the grant, ensuring quality programming that improves the outcomes of the youth receiving services.

FINDINGS

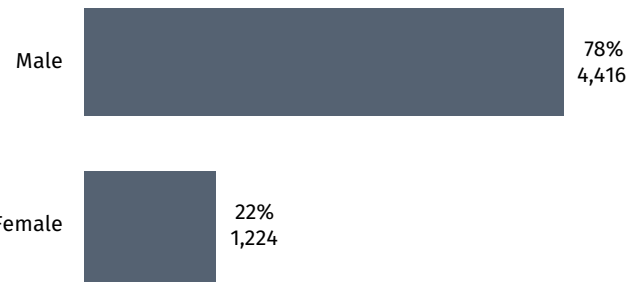
PARTICIPANT DEMOGRAPHICS

Grantee courts report monthly individual-level information on youth participating in grant-funded programming. The data presented in this section include gender, race/ethnicity, educational status, age, and grade level.

GENDER

From FY 2014 through FY 2018, 78% of the youth served in grant-funded programs were male and 22% were female (see Figure 8); these percentages varied minimally across the five implementation years. The gender breakdown of youth served by the grant program was similar to the grant-wide OHP population for those same counties—an average of 87% male and 13% female from FY 2014 to FY 2018. The EBPs offered under the JJIG are designed to be effective for both male and female participants.

Figure 8: Males comprised 78% and females comprised 22% of youth served in grant-funded programs over the five years of implementation. *October 2013–June 2018*



RACE/ETHNICITY

From FY 2014 to FY 2018, 71% of participants identified as Black/African American, 20% as White, 6% as Hispanic, 2% as two or more races, and 1% as "other" (Figure 9). The race/ethnicity of JJIG participants during the evaluation period is similar to the grant-wide totals of STP admissions and felony commitments to DJJ for the same period. The breakdown of total OHPs in those same counties covered in the JJIG was 75% Black/African American, 15% White, 7% Hispanic, and 3% other during the same period. These percentages suggest that the population of youth served in these community programs is relatively proportional to those receiving OHPs in those same communities.[3] DJJ does not use the category "two or more races," so a direct comparison for this category is not possible.

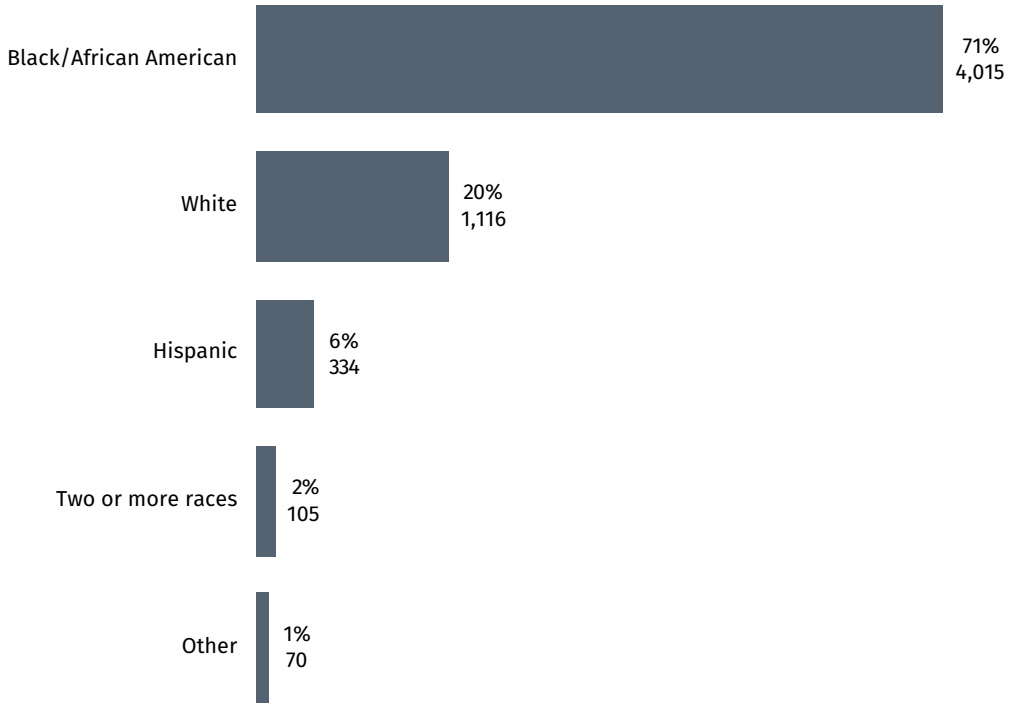
> **[It] gave us a solid foundation to carry on. As the mother of four … I now have the tools to approach them. It makes a difference. Before, we were not communicating how we felt, and we were walking on eggshells. Now we don't hold things inside. The change is absolutely amazing." (parent participant)**

[3] *For a broader discussion of the issue of disproportionately in Georgia's juvenile justice system, see the 2018 DMC report from CJCC (Georgia Criminal Justice Coordinating Council, 2018).*

PARTICIPANT DEMOGRAPHICS

RACE/ETHNICITY

Figure 9: Evidence-based program participants identified as Black/African American (71%), White (20%), Hispanic (6%), two or more races (2%), and other (1%). *October 2013–June 2018*



EDUCATIONAL STATUS

Research has repeatedly described a mutually reinforcing relationship between lower school enrollment/poorer performance and involvement with the juvenile justice system. On the one hand, academic disruptions (e.g., truancy, dropout, suspension, and expulsion) are associated with an increased likelihood of engaging in delinquent activity and becoming involved in the juvenile justice system. On the other hand, justice system involvement can cause academic disruptions, such as falling behind in course work, which can lead to dropping out, being held back, or not being allowed to reenroll because of an incarceration (Aizer & Doyle, 2015; Council of State Governments Justice Center, 2015). This unintended consequence illustrates why OHPs are reserved for higher risk offenders. Supervised community placement in lieu of detention provides the opportunity for youth to remain in school with minimal disruptions, which in turn strengthens their ability to avoid future contact with the justice system.

Consistent school enrollment helps prevent youth from engaging in delinquent behavior in three main ways. First, school involvement increases legal economic opportunities in adulthood. Second, academic work and the school setting teach patience and promote risk aversion. Third, attending school means youth have less time and fewer opportunities to engage in delinquent activity (Anderson, 2014; Becker & Mulligan, 1997; Farn & Adams, 2016; Lochner, 2004; Lochner & Moretti, 2004). Youth that complete school are

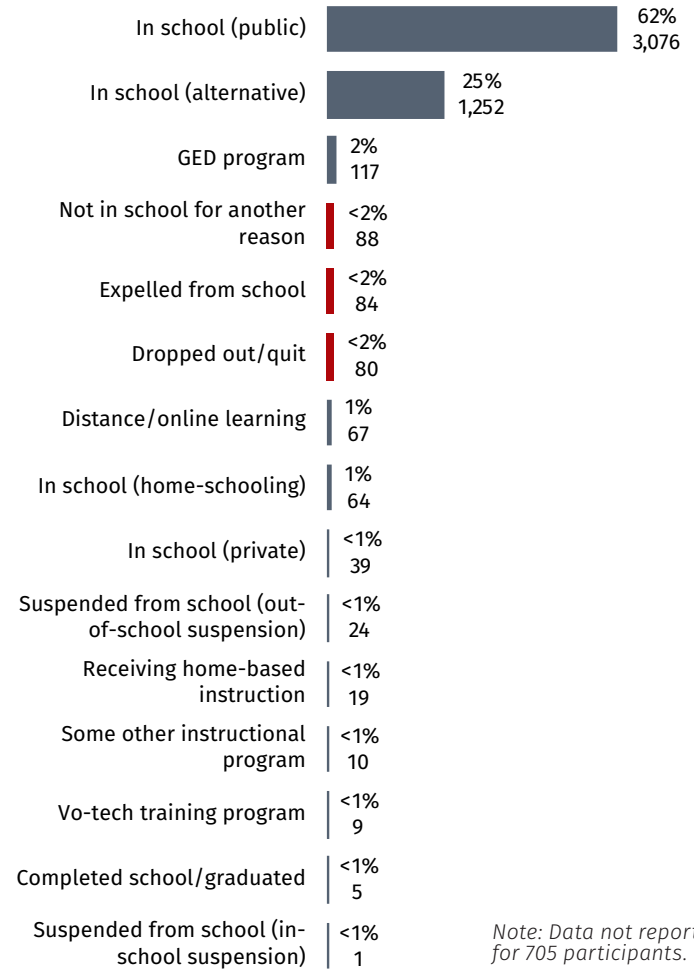
PARTICIPANT DEMOGRAPHICS

EDUCATIONAL STATUS

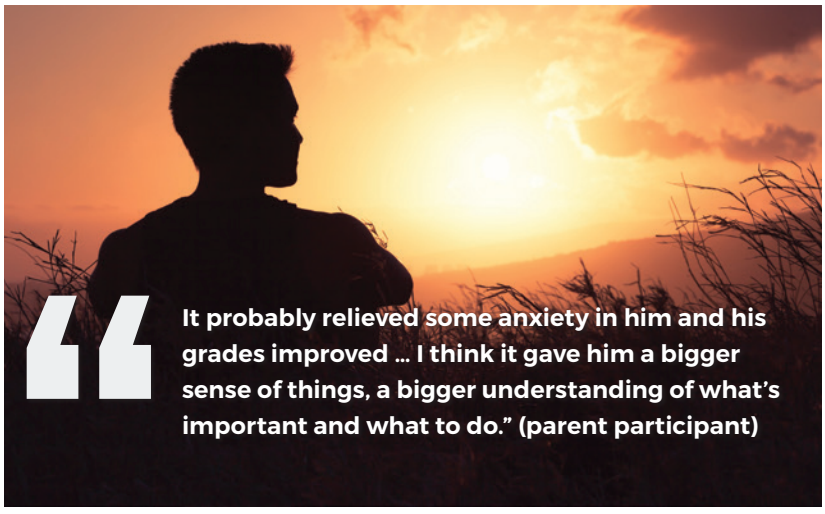
more likely to see long-term positive outcomes in employment, lifetime earnings, mental health, and physical health (Arum & Beattie, 1999; Blomberg, Bales, Mann, Piquero, & Berk, 2011; Cutler & Lleras-Muney, 2010; Lee & Villagrana, 2015; Leone & Weinberg, 2012; Maynard, Salas-Wright, & Vaughn, 2015). Youth that fail to complete school or experience other significant disruptions to their education, including suspension or expulsion, are at a much greater risk of involvement in delinquency and continued criminal behavior in adulthood (Brownfield, 1990; Georgia Criminal Justice Coordinating Council, 2017; Hawkins & Weis, 1980; Institute of Medicine and National Research Council, 2001; Jaggers, Robison, Rhodes, Guan, & Church, 2016; Pettit & Western, 2004; Thornberry, Moore, & Christenson, 1985).

Due to the importance of the link between school and delinquency, grantees tracked the educational status of youth in EBPs each month. Figure 10 shows a majority of youth received some type of educational programming (~95%), with most attending a public school (62%) or an alternative school (25%). Approximately 5% were not involved in any type of educational programming, including those who dropped out/quit, were not in school for another reason, or were expelled (indicated in red in Figure 10). This trend was consistent each year of JJIG implementation.

Figure 10: Approximately 95% of program participants were enrolled in or had completed some type of educational programming while in grant-funded services. *October 2013–June 2018*



Note: Data not reported for 705 participants.

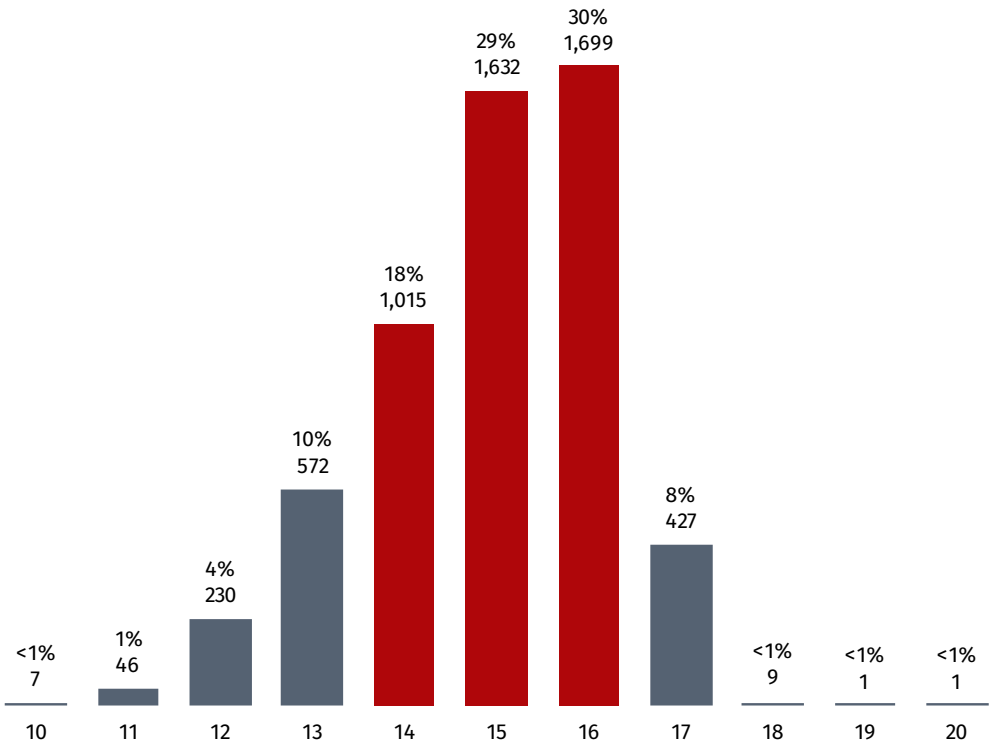


PARTICIPANT DEMOGRAPHICS

AGE

Figure 11 shows the age of youth served by the JJIG. Of the total 5,640 youth served during the study period, 77% were between ages 14 and 16 (4,346 participants), with age 16 (30%) being the most frequently occurring. The age distribution of offenders at the time of first enrollment into the grant is consistent with national and international trends of the age of first-time juvenile offenders (Loeber & Farrington, 2014).

Figure 11: At the time of first enrollment, the majority of youth were between ages 14 and 16. *October 2013–June 2018*



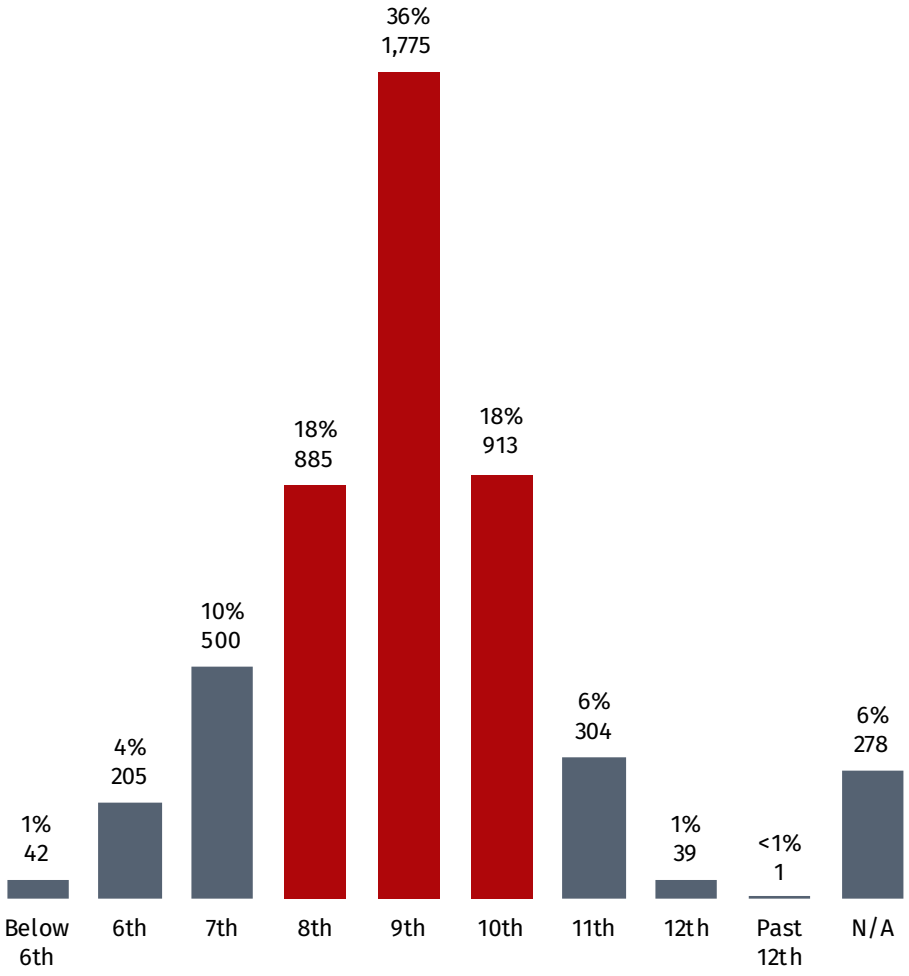
Note: Data not reported for 1 participant.

PARTICIPANT DEMOGRAPHICS

GRADE LEVEL

Figure 12 shows the grade levels of youth served by the JJIG. In line with national trends of juvenile delinquent populations, participants on average are behind in grade level based on their ages (Miller, Warren, & Owen, 2011; US Departments of Education and Justice, 2014). The largest percentage of youth served (1,775 participants or 36%) were in the ninth grade. Six percent (278) of participants reported their grade level as "N/A" because it did not apply to their educational status; this includes enrollment in other instructional programs (e.g., GED program), nonenrollment in school (e.g., expelled or dropped out), or school completion.

Figure 12: The majority of youth enrolled in evidence-based programs were in 8th through 10th grade. *October 2013–June 2018*



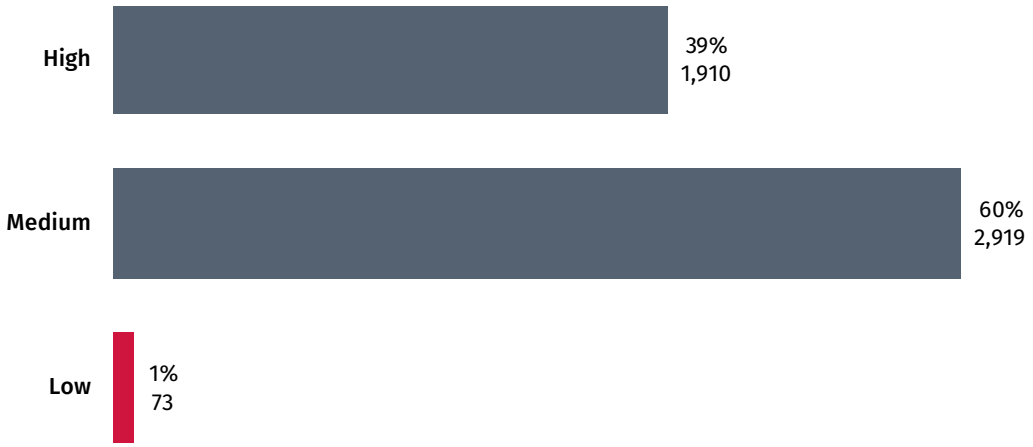
Note: Data not reported for 698 participants.

FINDINGS

PRE-DISPOSITION RISK ASSESSMENT

The Pre-Disposition Risk Assessment (PDRA) is an evidence-based criminogenic risk assessment tool developed in 2013 by the National Council on Crime and Delinquency (NCCD), in collaboration with DJJ and the Annie E. Casey Foundation. The PDRA measures the likelihood of reoffense and provides grantee courts with a standardized measure to determine appropriateness for evidence-based programming. To ensure accuracy, NCCD completed an evaluation and validation of the PDRA in March 2017. Grantee courts used this assessment tool with youth between adjudication and disposition. Only youth scoring medium- or high-risk on the PDRA may be diverted to JJIG-funded EBPs. Over the five implementation years, only 1% (73 youth) of JJIG participants had low PDRA scores (see Figure 13).

Figure 13: Only 1% of evidence-based program participants (73 participants) served were reported to have a low Pre-Disposition Risk Assessment score. *October 2013–June 2018*



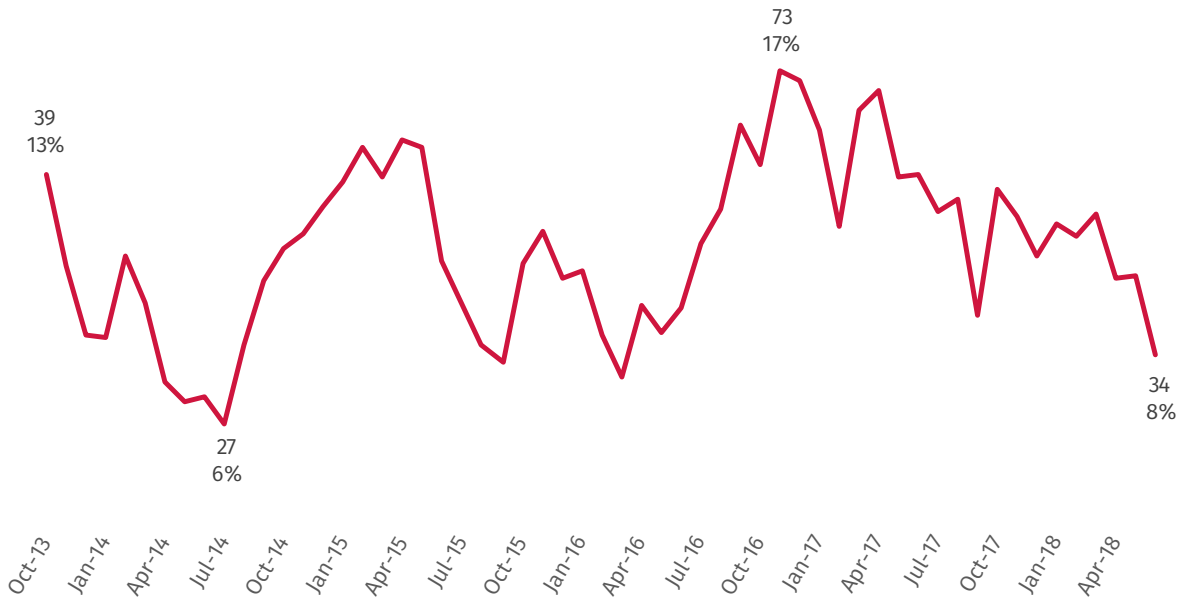
Note: data not reported for 738 participants, because PDRA score breakdowns are not available for some Year 1 and Year 2 participants.

FINDINGS

ELECTRONIC ANKLE MONITORING

To support their efforts to increase the use of community-based alternatives to detention, some grantees provided electronic ankle monitoring services for program youth. Between October 2013 and June 2018, 28 of the 31 grantee courts reported using electronic ankle monitoring at least once. On average, 52 program participants (11%) used electronic monitoring devices each month. The monthly percentage of program participants with electronic ankle monitoring ranged from 6% (27 participants) in July 2014 to 17% (73 participants) in November 2016 (see Figure 14).

Figure 14: The percentage of participants using electronic ankle monitors ranged from 6% to 17% each month. *October 2013–June 2018*



CONCLUSION

"I would just like to say thank you. You changed my life. Also you helped me and my mom's relationship grow. Just like my mom said, you save lives. You saved mine." (youth participant)

During the five years of implementation of the JJIG, 31 grantees used one or more of the 10 primary EBPs to serve 5,640 youth across 58 Georgia counties. These programs provided grantee courts with alternatives to OHPs and aided in reducing the number of STP admissions and felony commitments to DJJ by approximately 56% across the counties served in the grant.

Because these counties were on average home to 70% of Georgia's at-risk population (ages 0–16) each year, targeting services in these local courts has had statewide impact (Georgia Council on Criminal Justice Reform, 2014; Georgia Juvenile Justice Data Clearinghouse, 2014; Puzzanchera et al., 2018). Courts and their providers used a combination of individual- or family-based EBPs and group-based EBPs, with the majority of youth served by the following programs: FFT (47%), MST (16%), T4C (13%), and ART (11%).

OVER THE FIVE YEARS OF USING COMMUNITY-BASED EBPs AS ALTERNATIVES TO OHPS THROUGH THE JJIG, GRANTEES AND THE STATE OF GEORGIA SAW THE FOLLOWING PROGRAMMATIC SUCCESSES:

Reduction in out-of-home placements.

For five consecutive years, most grantees saw reductions in STP admissions and felony commitments to DJJ, with OHP reduction percentages ranging from 53% to 62% grant-wide.

Program participation.

Grantees served 5,640 youth through 10 grant-funded EBPs.

Successful program outcomes.

Overall, EBP successful completion rates were fairly consistent throughout the implementation years, with approximately two-thirds (3,517) of all enrollees successfully completing their programs.

Use of evidence-based tools to refer appropriate youth into programming.

Nearly all EBP participants (99%) scored as medium- or high-risk on the PDRA, the appropriate risk level for the JJIG. Enrolling youth suitable for each EBP contributes to their successful outcomes. Additionally, the PDRA was revalidated in March 2017 to ensure continued accuracy of this risk assessment tool.

Continued collection of individual-level data on youth in EBPs.

The programmatic outcomes presented in this report represent individual-level data submitted monthly by grantees. The systematic collection of individual-level data allows for continual monitoring of grant and program requirements, in addition to serving as the basis for longer term analyses of recidivism.

Model fidelity.

In FY 2016, CJCC added a Model Fidelity Coordinator to its Juvenile Justice Unit to assess the fidelity of EBP implementation through monitoring and site visits. In FY 2018, CJCC increased the grant's capacity for model fidelity monitoring and technical assistance by adding a second Model Fidelity Coordinator. From FY 2016 through FY 2018, 22 model fidelity site visits were conducted across 13 grantees. The coaching, training, and other support for EBP implementation and activities helped strengthen the implementation of the grant, ensuring quality programing to improve the outcomes of the youth receiving services.

Building capacity and sustainability.

Each grant year, CJCC conducted annual programmatic site visits with each grantee. Site visits were opportunities to review program success in implementation and outcomes, review model fidelity and adherence to other program requirements, discuss any programmatic concerns, and identify technical assistance or training opportunities. In these collaborative meetings, staff from CJCC, DJJ, and the Institute of Government were on hand to support grantees in grant implementation. This ongoing coaching, training, and program monitoring supported evidence- and performance-informed decision making at the state and local levels.

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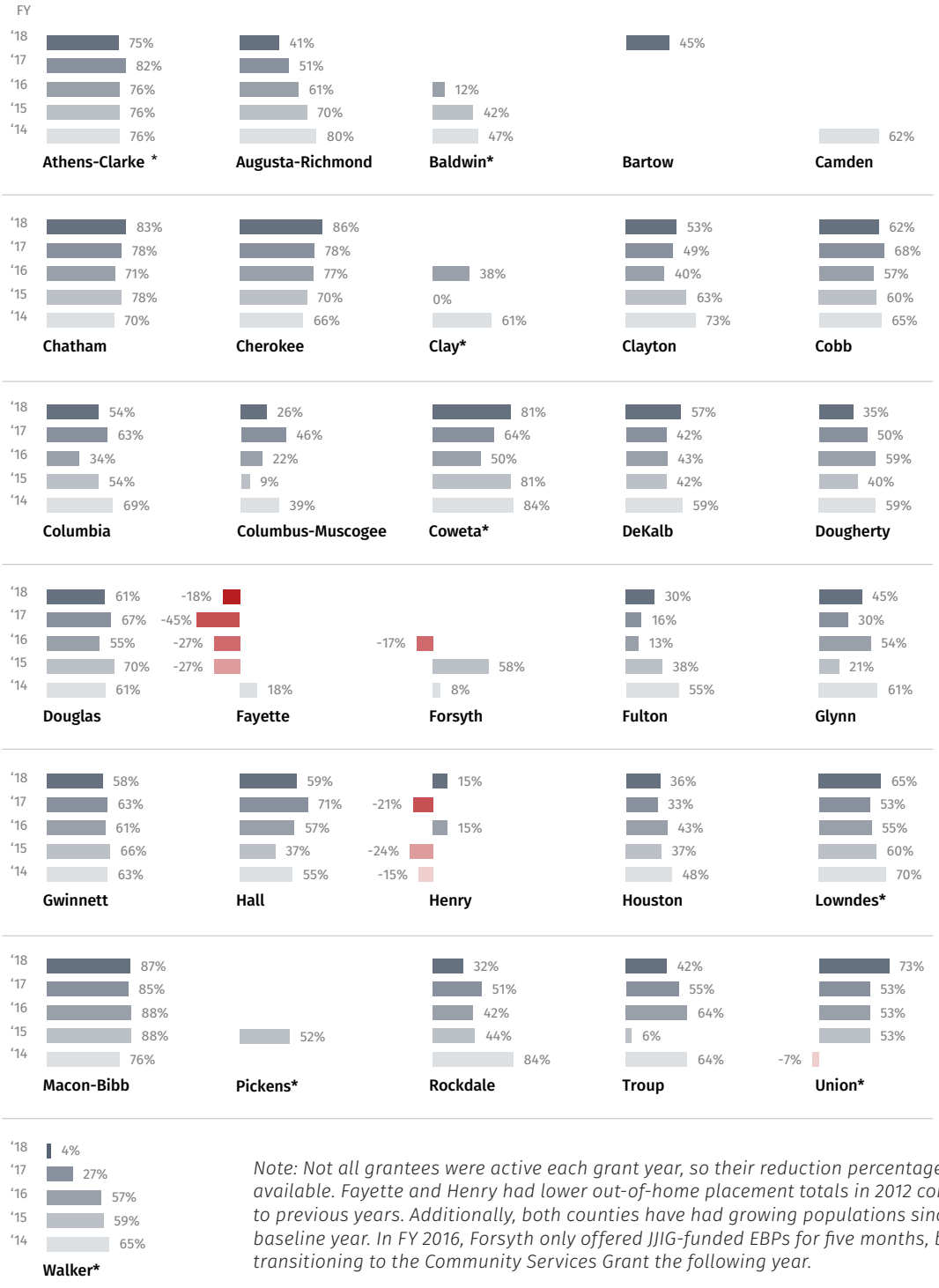
APPENDIX A:

GRANTEE AWARD SERVICE AREA

Grant Year	Total Counties Served	Grantee Court (Additional Counties Served)
FY 2018	37	Athens-Clarke (Oconee), Augusta-Richmond, Bartow, Chatham, Cherokee, Clayton, Cobb, Columbia, Columbus-Muscogee, Coweta (Heard, Meriwether), DeKalb, Dougherty, Douglas, Fayette, Fulton, Glynn, Gwinnett, Hall, Henry, Houston, Lowndes (Brooks, Echols), Macon-Bibb, Rockdale, Troup, Union (Lumpkin, Towns, White), Walker (Catoosa, Chattooga, Dade)
FY 2017	34	Athens-Clarke, Augusta-Richmond, Chatham, Cherokee, Clayton, Cobb, Columbia, Columbus-Muscogee, Coweta (Heard, Meriwether), DeKalb, Dougherty, Douglas, Fayette, Fulton, Glynn, Gwinnett, Hall, Henry, Houston, Lowndes (Echols), Macon-Bibb, Rockdale, Troup, Union (Lumpkin, Towns, White), Walker (Catoosa, Chattooga, Dade)
FY 2016	48	Athens-Clarke, Augusta-Richmond, Baldwin (Greene, Hancock, Jasper, Jones, Morgan, Putnam, Wilkinson), Chatham, Cherokee, Clay (Quitman, Randolph, Terrell), Clayton, Cobb, Columbia, Columbus-Muscogee, Coweta (Heard, Meriwether), DeKalb, Dougherty, Douglas, Fayette, Forsyth, Fulton, Glynn, Gwinnett, Hall, Henry, Houston, Lowndes (Brooks, Echols), Lumpkin (Towns, Union, White), Macon-Bibb, Rockdale, Troup, Walker (Catoosa, Chattooga, Dade)
FY 2015	51	Athens-Clarke, Augusta-Richmond, Baldwin (Greene, Hancock, Jasper, Jones, Morgan, Putnam, Wilkinson), Chatham, Cherokee, Clay (Early, Quitman, Randolph, Seminole, Terrell), Clayton, Cobb, Columbia, Columbus-Muscogee, Coweta (Heard, Meriwether), DeKalb, Dougherty, Douglas, Fayette, Forsyth, Fulton, Glynn, Gwinnett, Hall, Henry, Houston, Lowndes, Lumpkin (Towns, Union, White), Macon-Bibb, Pickens (Fannin, Gilmer), Rockdale, Troup, Walker (Catoosa, Chattooga, Dade)
FY 2014	49	Athens-Clarke, Augusta-Richmond, Baldwin (Greene, Hancock, Jasper, Jones, Morgan, Putnam, Wilkinson), Camden, Chatham, Cherokee, Clay (Early, Quitman, Randolph, Terrell), Clayton, Cobb, Columbia, Columbus-Muscogee (Harris, Talbot), Coweta, DeKalb, Dougherty, Douglas, Fayette, Forsyth, Fulton, Glynn, Gwinnett, Hall, Henry, Houston, Lowndes (Echols), Lumpkin (Towns, Union, White), Macon-Bibb, Rockdale, Troup, Walker (Catoosa, Chattooga, Dade)

APPENDIX B

OUT-OF-HOME PLACEMENT REDUCTIONS BY GRANTEE

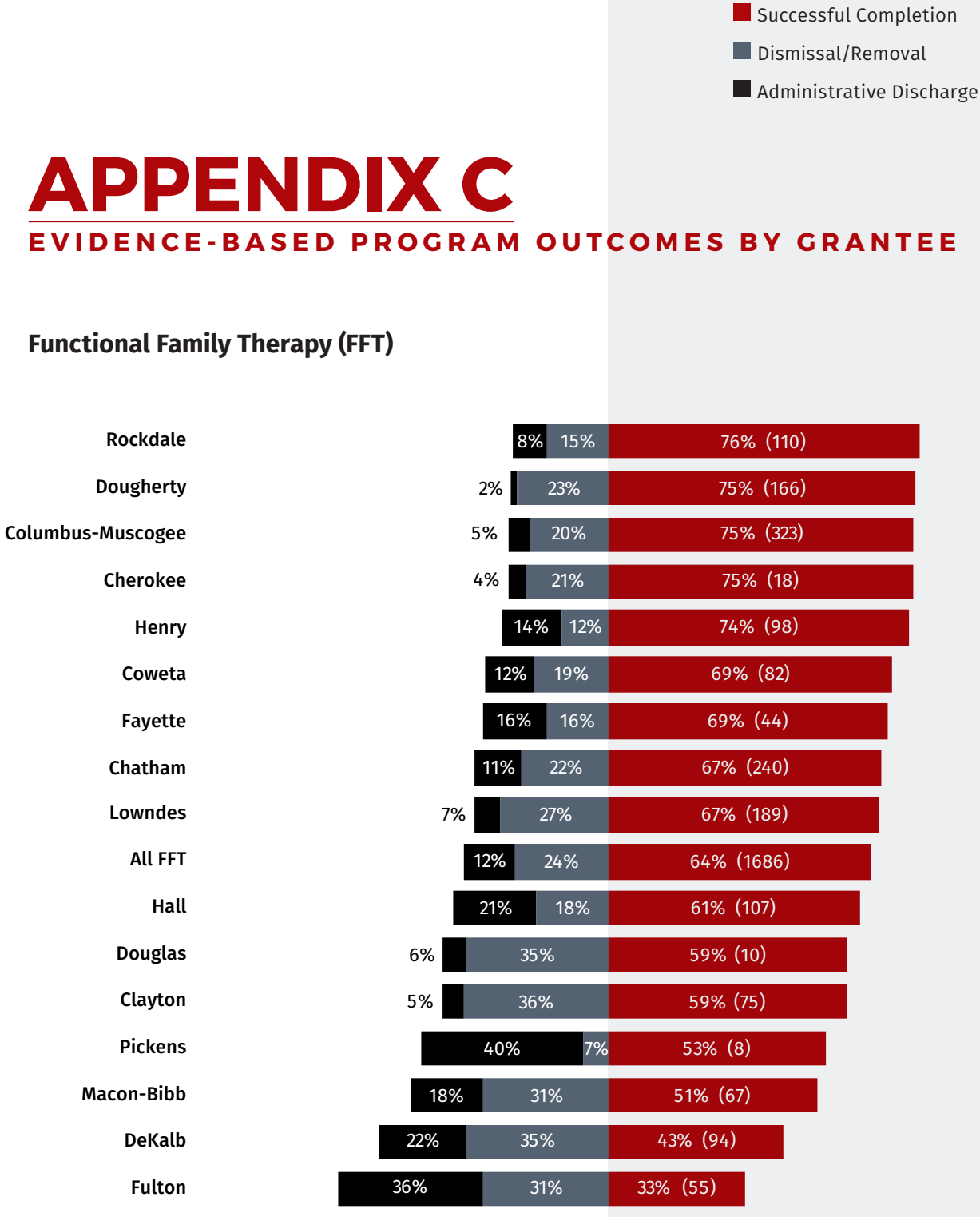


Note: Not all grantees were active each grant year, so their reduction percentages are not available. Fayette and Henry had lower out-of-home placement totals in 2012 compared to previous years. Additionally, both counties have had growing populations since the baseline year. In FY 2016, Forsyth only offered JJIG-funded EBPs for five months, before transitioning to the Community Services Grant the following year.

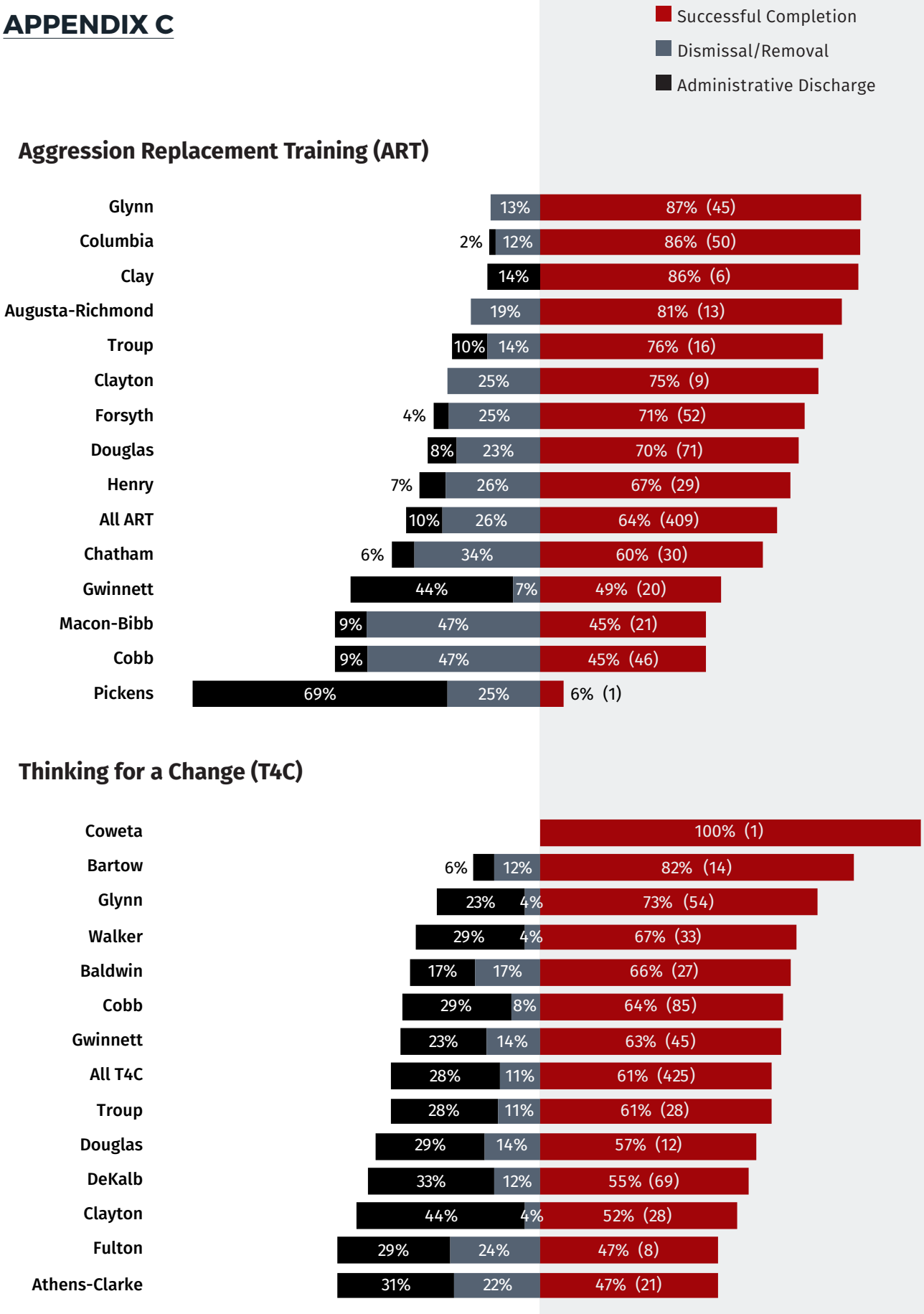
APPENDIX C

EVIDENCE-BASED PROGRAM OUTCOMES BY GRANTEE

Functional Family Therapy (FFT)

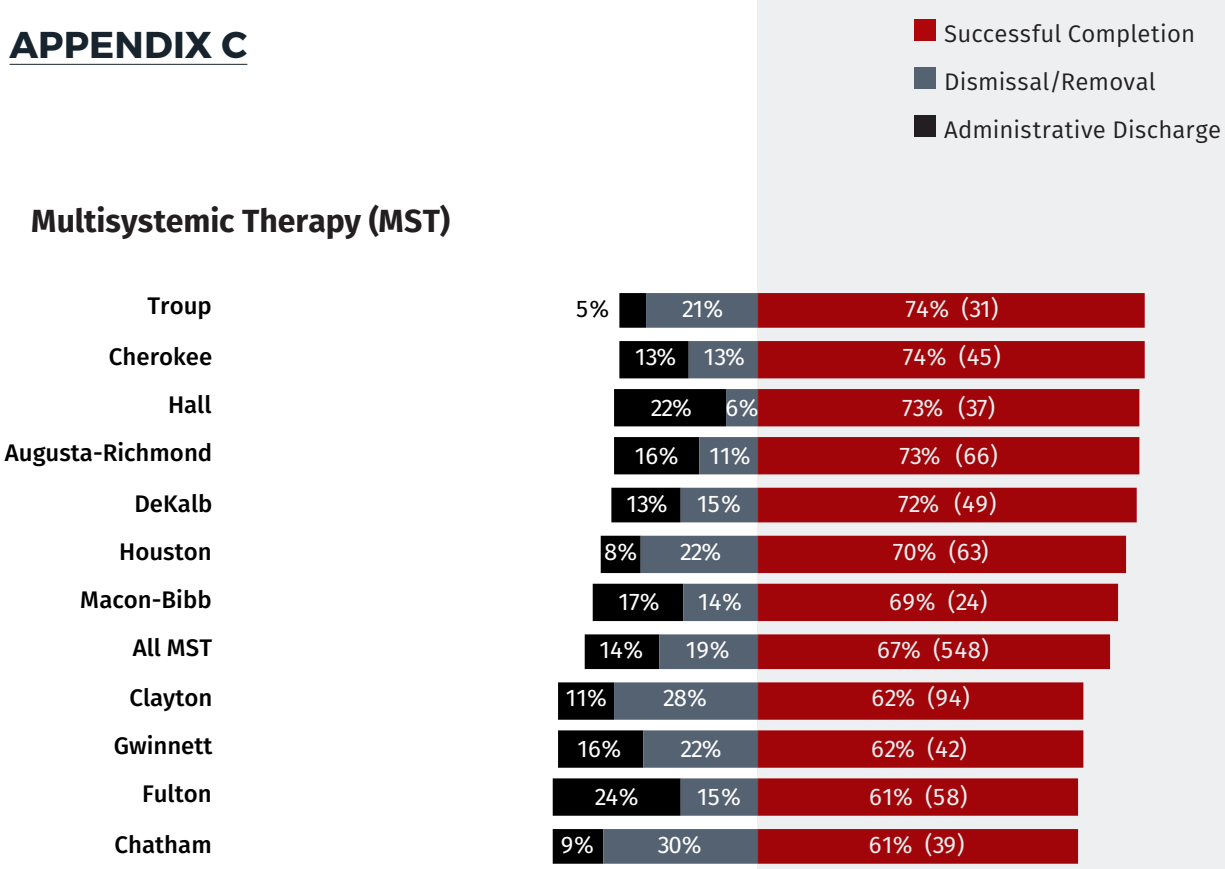


APPENDIX C

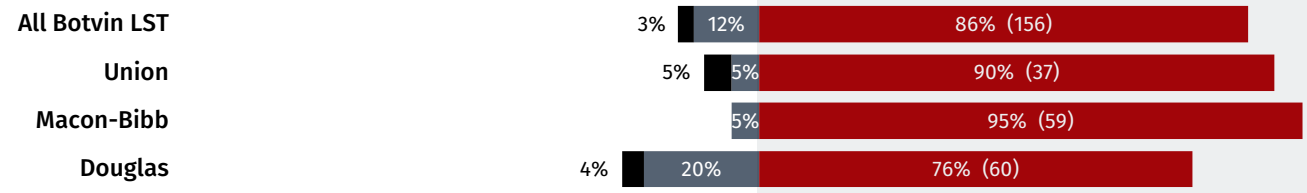

Successful Completion
Dismissal/Removal
Administrative Discharge
Aggression Replacement Training (ART)
Glynn 13% 87% (45)
Columbia 2% 12% 86% (50)
Clay 14% 86% (6)
Augusta-Richmond 19% 81% (13)
Troup 10% 14% 76% (16)
Clayton 25% 75% (9)
Forsyth 4% 25% 71% (52)
Douglas 8% 23% 70% (71)
Henry 7% 26% 67% (29)
All ART 10% 26% 64% (409)
Chatham 6% 34% 60% (30)
Gwinnett 44% 7% 49% (20)
Macon-Bibb 9% 47% 45% (21)
Cobb 9% 47% 45% (46)
Pickens 69% 25% 6% (1)
Thinking for a Change (T4C)
Coweta 100% (1)
Bartow 6% 12% 82% (14)
Glynn 23% 4% 73% (54)
Walker 29% 4% 67% (33)
Baldwin 17% 17% 66% (27)
Cobb 29% 8% 64% (85)
Gwinnett 23% 14% 63% (45)
All T4C 28% 11% 61% (425)
Troup 28% 11% 61% (28)
Douglas 29% 14% 57% (12)
DeKalb 33% 12% 55% (69)
Clayton 44% 4% 52% (28)
Fulton 29% 24% 47% (8)
Athens-Clarke 31% 22% 47% (21)

APPENDIX C

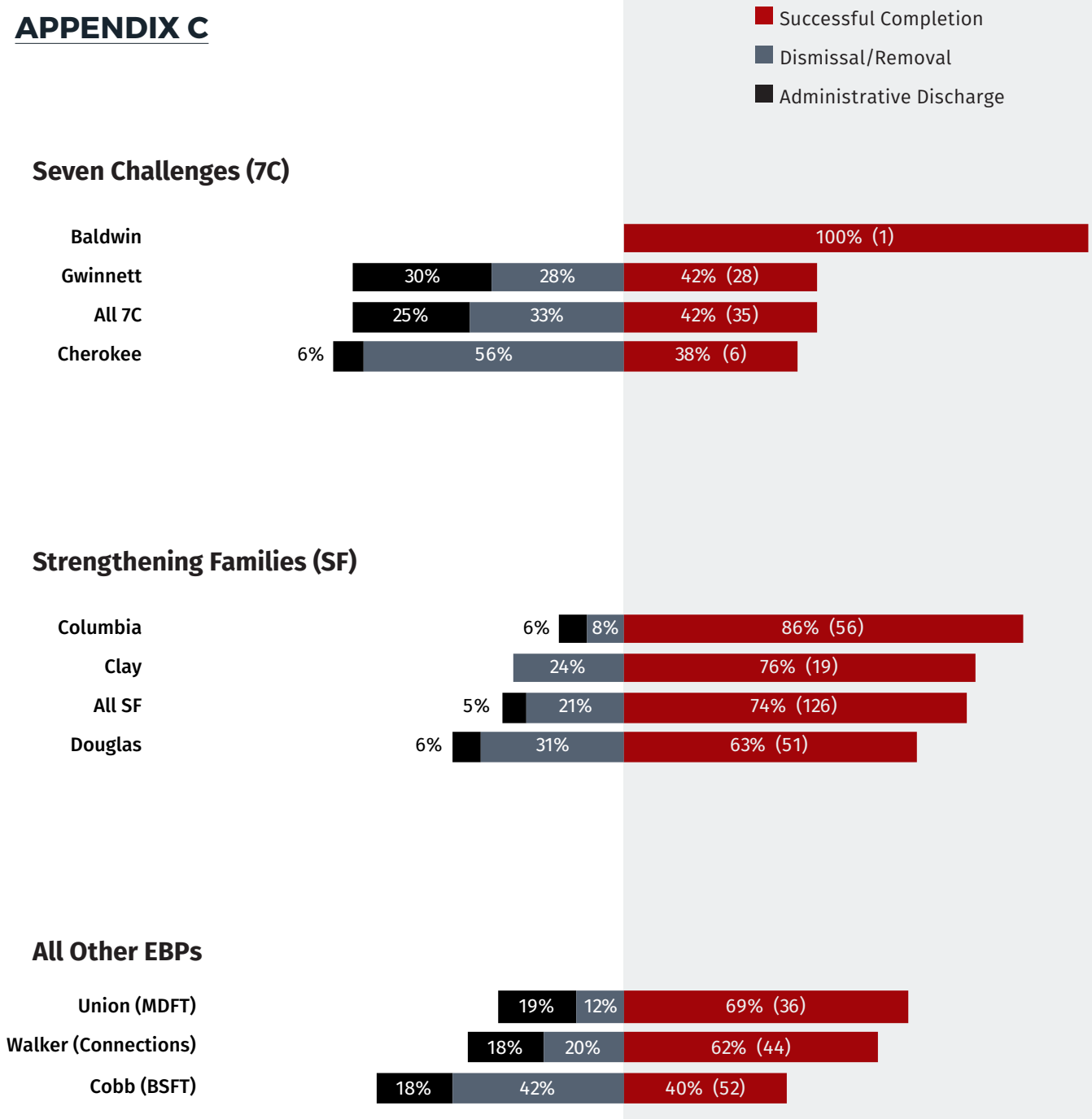
Multisystemic Therapy (MST)



Botvin LifeSkills Training (Botvin LST)



APPENDIX C


Successful Completion
Dismissal/Removal
Administrative Discharge
Seven Challenges (7C)
Baldwin
100% (1)
Gwinnett
30%
28%
42% (28)
All 7C
25%
33%
42% (35)
Cherokee
6%
56%
38% (6)
Strengthening Families (SF)
Columbia
6%
8%
86% (56)
Clay
24%
76% (19)
All SF
5%
21%
74% (126)
Douglas
6%
31%
63% (51)
All Other EBPs
Union (MDFT)
19%
12%
69% (36)
Walker (Connections)
18%
20%
62% (44)
Cobb (BSFT)
18%
42%
40% (52)

APPENDIX D

PROGRAM OUTCOME CATEGORIES AND SUBCATEGORIES

Grantees report program exits each month using the following categories and subcategories:

1. Successful Completion

2. Administrative Discharge Subcategories

a. Death

b. Guardianship Terminated/ Family Therapy Not Applicable

c. Inactive Status Mental Health/Substance Abuse/ Medical

d. Lost Jurisdiction

e. Moved from Area Prior to Completing Treatment

f. Other Administrative Reason

g. Program Terminated for Inappropriate Placement

h. Unable to Initiate Services

3. Dismissal/Removal Subcategories

a. Failure to Pass Urinalysis Screens

b. New Arrests

c. Non-attendance

d. Non-compliance – Parent

e. Non-compliance – Youth

f. Other as Determined in Service Plan or by EBP

g. Probation Violations

CRIMINAL JUSTICE COORDINATING COUNCIL

Created by the Georgia General Assembly in 1981 as an executive branch agency, the Criminal Justice Coordinating Council (CJCC) is a statewide body established to build consensus and unity among the State's diverse and interdependent criminal justice system components. CJCC is legislatively charged with twelve areas of criminal justice coordination. Among those responsibilities is to serve as the statewide clearinghouse for criminal justice information and research, develop criminal justice legislative and executive policy proposals, and serve in an advisory capacity to the governor on issues impacting the criminal justice system. The CJCC envisions a Georgia where criminal justice and victim service programs are just, accessible, and compassionate.

DEPARTMENT OF JUVENILE JUSTICE

The Georgia Department of Juvenile Justice is a multi-faceted agency that serves the state`s youthful offenders up to the age of 21. The Department employs more than 4,000 men and women at 26 secure facilities and 96 community services offices throughout the state to effect justice and redirect the young lives in the agency's care. The mission of the Department of Juvenile Justice is to protect and serve the citizens of Georgia by holding young offenders accountable for their actions through the delivery of services and sanctions in appropriate settings and by supporting youth in their communities to become productive and law-abiding citizens.

CARL VINSON INSTITUTE OF GOVERNMENT

Since 1927, the Carl Vinson Institute of Government has been an integral part of the University of Georgia. A public service and outreach unit of the university, the Institute of Government is the largest and most comprehensive university-based organization serving governments in the United States. Through research services, customized assistance, training and development, and the application of technology, we have the expertise to meet the needs of government at all levels throughout Georgia.